



# College AND UNIVERSITY Business

APRIL 1951: Landscaping Scheme • Preparing Annual Reports • Sales  
Tip From Industry in Public Relations • For a Successful Association  
System • Portfolio on Residence Halls • Planning Campus Conferences



## Will Your New School Building Make Students Better Spellers?

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### **Fuller Brush Company Cafeteria reduces maintenance costs with Blickman-Built Equipment**

NOVEL HOT FOOD SERVING UNITS INCLUDED IN INSTALLATION

● Lower labor and maintenance costs were important factors in the choice of Blickman-Built equipment for the Fuller Brush Company cafeteria in Hartford, Conn. Heavy-gauge, welded, stainless steel construction was used throughout, to assure long service life and maximum sanitation. To keep food hot and palatable, electric hot food storage

units and infra-red lamps are ingeniously coordinated (see photograph). Leading American institutions, with an eye on cost factors, know that it pays to invest in Blickman equipment because of its enduring quality and low upkeep cost. You too, can benefit by choosing "Blickman-Built" — the finest food service equipment made.



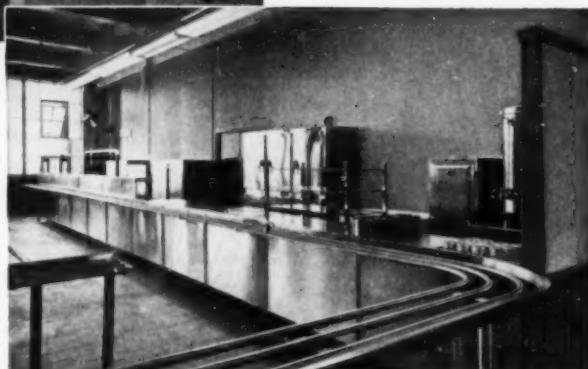
#### FOR SERVING HOT, PALATABLE FOOD

—Individually-controlled electric heating units—in place of the usual steam table, the stainless steel food warming section is heated by individually controlled electric heating units. Each unit is easily removable, without disconnecting wires or affecting other sections. Another interesting feature is the infra-red lamps, seen above the serving shelf. These keep loaded dishes hot while waiting for pick-up. Top and insets are of seamless, crevice-free construction, with all corners and edges fully rounded for quick and easy cleaning.

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# College AND UNIVERSITY Business



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919 N. MICHIGAN AVE.  
CHICAGO 11, ILL.  
SU perier 7-6402

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## Among the Authors



J. W. Ernest

JOHN H. ERNEST, controller and associate professor of accounting at Washington University in St. Louis, has had unusual success in the development of annual reports that can be easily understood. On page 23 he suggests some factors that should be given serious consideration in the development of proper annual financial reports. He has been in his present position as controller since 1942. . . . ROBERT

B. STEWART, vice president and treasurer of Purdue University, emphasizes on page 30 what he considers as fundamental policies that should be followed in the operation of college and university residence halls. Dr. Stewart at present is serving as a member of the Teague committee which is investigating abuses of the G.I. bill and formulating recommendations relative to future policy in regard to veterans and higher education.



W. J. Buntain

WILLARD J. BUNTAIN, director of dormitories at Northwestern University, describes on page 32 the planning that was involved in the construction of Sargent Hall, the latest residence hall to be added to the Evanston campus. He has been in his present position since 1940, and thus brings years of experience to the planning of the new unit. His wife, daughter and son (who is enrolled in N.R.O.T.C.) keep him busy when he is not dabbling with his hobby of color photography.



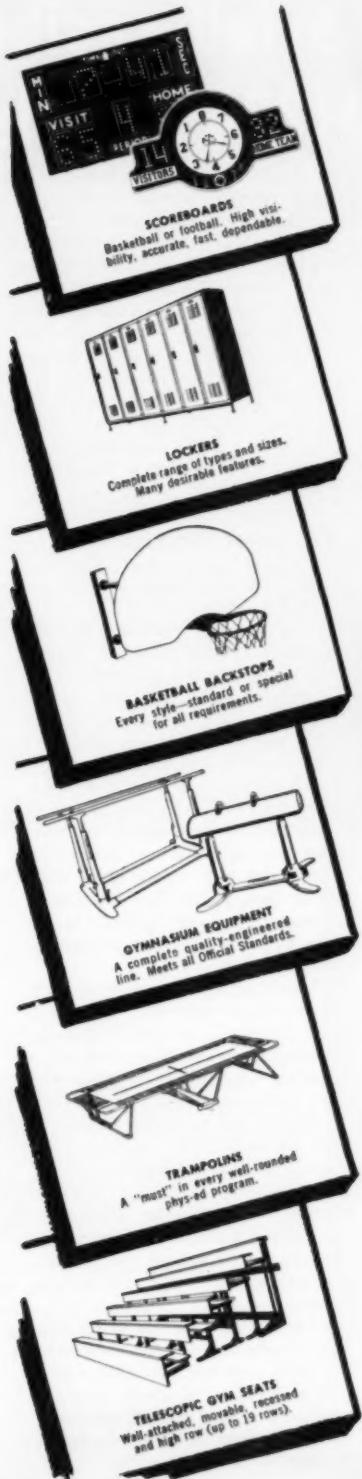
T. W. Minah

THEODORE W. MINAH, director of dining halls at Duke University, describes on page 39 the snack service that was recently developed at his institution to meet the needs of students who wanted to break late evening study with a light snack. He has had many years of food service experience in hotel work, having worked up from chef to assistant manager; later, he was commissary steward on a steamship that called at South American ports. During the war he served as commissary officer in the navy. In college circles, Mr. Minah was food service director of Brown University for five years and has been in his present position since 1945. Twin sons, a daughter, and a wife keep him out of mischief.



W. N. Wentworth

W. NORRIS WENTWORTH, chief of the bureau of educational conferences at Indiana University, outlines on page 41 the steps to be followed in planning for conferences and conventions on a college campus. He has been active in residence hall administration since 1931, when he began as a counselor in the University of Wisconsin residence hall system. Later he was director of residence halls at the University of Illinois, director of dormitories at the Manhattan project at Oak Ridge, Tenn., and assistant director of halls of residence at Indiana University from 1945 to 1950.



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# Questions and Answers

## Allotting Laboratory Fees

Question: When a laboratory fee is charged for a course, what percentage of the fee may be retained by the college as "overhead" for operating that department, and what percentage should be returned to the students in the form of supplies consumed for their use in the course? In operating a school cafeteria, for instance, the usual practice is that 50 per cent represents raw food cost. Is that the standard that should be used, too, in a foods course in the school? For instance, if students are paying \$10 for a course in foods, may only \$5 of that be used for purchasing the foods they will need for their experimental work; and should \$5 then be kept by the school for the upkeep of that department, replacements, and so forth? That seems to be a fairly low return to the students. It would seem to me that if the school retained even 15 per cent of the student's laboratory fee that would be an ample return for the operation of the department.—M.H., Wis.

ANSWER: I know of no established pattern on this subject. It has been my experience that laboratory fees rarely cover more than the cost of supplies, and that they are not always adjusted upward to reflect increased costs. In fact, in many institutions fees tend to follow an historical rather than a rational pattern, i.e. traditionally, a materials fee is usually charged for a science course involving consumable supplies, whereas many courses requiring very heavy expenditures for permanent equipment or library books carry no fee. For this reason, many institutions have abolished all laboratory fees and have absorbed the costs involved by an increase in the basic tuition.—T. E. BLACKWELL, treasurer, Washington University.

## Procurement Problems

Question: How should a purchasing agent organize his office to meet the current economic conditions?—H.W.H., Conn.

ANSWER: Unless all signs fail, we are rapidly approaching an indefinite period beset with government regulations, restrictions and control orders, and sooner or later the purchasing agent will be asked how we can get this or that. Therefore, my suggestion, based on past experience, is that all buyers prepare at once for the siege.

It is recommended that copies of all of the various orders issued to date be obtained from the National Production Authority with a request for copies of all future orders. These should be read by the proper members

of the staff so each is fully acquainted with the intent and details of each order.

Increase your sources of supply, if possible; only one contact for a certain item is not good. Avoid scare buying at this time. Insist on departments' anticipating needs, eliminating the necessity of paying a premium for immediate delivery. True, escalated prices are with us at present, but they may disappear to some extent if price controls are established. You can protect budgets if given the chance and time to scan the field. Make use of idle equipment of all kinds, even if slightly obsolete. Suggest a committee of proper persons to screen purchase requests, especially for equipment.—C. J. BLACK, purchasing agent, Purdue University.

## Faculty Keys

Question: What policy is followed in regard to issuance of keys to faculty? How does a college administration obtain the keys when a staff member leaves?—E.J., Ky.

ANSWER: "Any regular member of the staffs of the university who, for the conduct of his university work, may require keys to any inside or outside door of any building shall apply therefor to the custodian of the building. The custodian shall furnish him with such key or keys but shall obtain a signed receipt for each key so given out. If a key is lost, the member of the staff responsible shall apply for a duplicate key, and shall pay one dollar, which shall not be returned. Upon discontinuance of employment, the staff member shall re-

turn his keys to the custodian, who shall deliver to him his receipt.

"Department heads shall make certain that all keys are so returned before the final pay roll is certified for the staff member discontinuing employment. The custodian of each building shall be charged with the total number of keys delivered to him and shall be held responsible at all times for that number of keys or for a receipt for each key issued."

The foregoing is a statement of our policy.—RAY KETTLER, controller, Purdue University.

## Equipment Records

Question: How do other colleges keep records of physical equipment realistic and up to date?—G.L.T., Ore.

ANSWER: The problem of keeping records of physical equipment realistic and up to date is not a difficult one if one person is responsible for the control of all physical equipment.

At MacMurray College, we began our system in 1945 by employing the services of a reliable firm of valuation engineers to make an appraisal of all equipment on the campus. All items were first priced at the present-day cost of new replacements at the nearest or best market. This information appears in the first column. In the second column is listed their sound or insurable value.

After receiving this report, we made up two other record files. One file is used for listing all new equipment, showing the name of the item with a complete description, its cost delivered to the campus, the name of the firm from which it was purchased, and the date purchased. The other record file includes information regarding authorized removal of equipment from one location to another. Our problem, of course, is to be certain that no equipment is moved without this information being passed on to the business office.

One important method of identifying equipment is for each item to be labeled in some way, preferably a number, a duplicate of which is in the permanent record file.—CLARENCE SMITH, business manager, MacMurray College for Women.

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

# Indiana University selects PRESTO 8-DG'S

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preliminary survey of commercial and educational studios

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The recording room at Indiana U.,  
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reproducers, PRESTO rack mounted  
amplifiers and the famous PRESTO  
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INDIANA UNIVERSITY AT BLOOMINGTON now has a professional-quality recording laboratory in continuous operation.

Made possible by pooling the resources and knowledge of the Department of Radio, School of Music and Audio-Visual Center, this new lab is the result of painstaking care in every detail of planning, purchasing and construction.

PRESTO was selected as the equipment best suited to the quality and budget requirements. The basic machines are Model 8-DG disc recorders, installed with a specially designed relay control system and operational status lights on each unit. These are supplemented by an 8-D disc recorder, a PT-900 portable tape recorder for studio and on-location use, and a rack containing two 41-A limiting amplifiers and two 92-A recording amplifiers.

The selection of PRESTO equipment was preceded by a study of the facilities of established commercial recording studios, contacting other Universities with similar programs and visiting the Library of Congress recording laboratory. The continuous use of the equipment these past months verifies this selection.

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# Four new Speedomax Recorders to plot lab data automatically



To save the researcher from tedious curve plotting, here are 4 new Speedomax Recorders. There's a double-pen recorder to put two continuous curves on one chart . . . there's a recorder for "X-Y" curves . . . there's an adjustable range—adjustable zero recorder for narrow ranges at high levels . . . and there's a recorder for photomultiplier tubes.

These instruments are standard production models, ruggedly built . . . yet remarkably sensitive. Electronic amplification makes Speedomax fast; null-balance measurement insures accuracy. High motor torque keeps response rapid even when auxiliary devices add to shaft load. Pens move across  $9\frac{7}{8}$ " scale in 1, 2, or 3 seconds as desired. Thorough shielding and filtering keep out normal stray fields.

Available extras include chart tear-off; sliding window for writing on chart with door locked; fluorescent light; various signalling and shut-off devices, etc.

## DOUBLE-PEN RECORDER

is used to compare two related functions when variables change too fast for a two-point recorder. Saving valuable panel space, it plots two continuous curves on the same chart—either "overlapping" or "side-by-side." Any standard range can apply to either pen. Available chart speeds are from 1" to 1800" an hour.

## X-Y RECORDER

plots any two variables convertible to d-c signals. X corresponds to pen travel; Y to up-and-down chart movement. Instrument can plot vacuum tube characteristics, stress-strain curves, temperature-temperature difference curves, etc. Chart moves 10" in only four seconds.

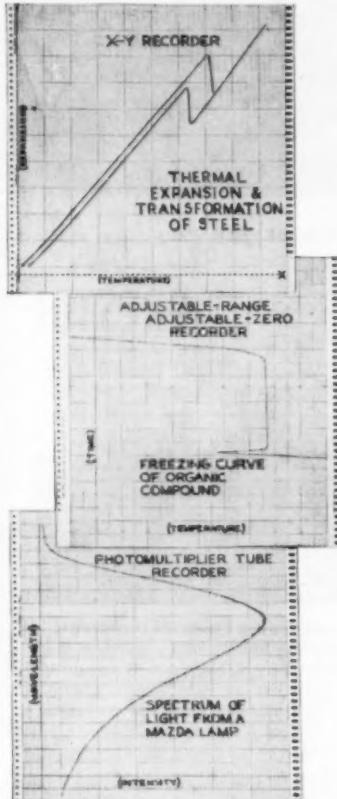
## ADJUSTABLE RANGE and ADJUSTABLE ZERO

make this recorder applicable to a wide variety of test measurements. It's used with load cells in strain gage applications; it's used in expanding small changes at various temperature levels; it's used in studying speed changes over narrow bands, etc. Range is -2 to +20 mv maximum; -0.1 to +1 mv minimum. Zero suppression is -50 to +50 mv.

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COLLEGE and UNIVERSITY BUSINESS

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Vol. 10, No. 4, April 1951



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"To protect the floors and simplify maintenance," would be a logical answer. However, these purposes can be served, and still the frequency of waxing can be reduced, by using *The Finnell Hot-Wax Process*. In this process, *Finnell-Kote Solid Wax* is used, and it is applied mechanically with *Finnell Equipment*.

*Hot-waxing* affords greater penetration — allows the wax to flow into the pores of the floor — and thoroughly utilizes the wax solids. *Hot-waxing* with *Finnell-Kote*, whose genuine wax content is three to four times greater than average wax, produces a finish unique in wearing and protective qualities. Shows substantial savings in labor costs, on a year-to-year basis, as a result of fewer applications required. *Finnell-Kote* is heated in a *Finnell-Kote Dispenser* attached to a *Finnell Machine*. The melted wax is fed to the floor through the center of the brush ring, and is uniformly and rapidly spread by the revolving brushes. *Sets in less than ten seconds*, and polishes to a beautiful, non-skid finish that actually *seals out* dirt and grime. Contains genuine Carnauba.

*Finnell* makes a complete line of *Waxes* . . . also a full line of *Cleansers* and *Sealers* . . . and *Floor-Maintenance Machines* and *Accessories* for every type of floor care. The machine shown below is a *600 Series Finnell* that can be used to apply wax, polish, wet-scrub, scrub rugs, steel-wool, dry-scrub, sand, and grind! Four sizes: 13, 15, 18, and 21-inch brush diameter.

For consultation or literature, phone or write nearest *Finnell Branch* or *Finnell System, Inc.*, 4404 East Street, Elkhart, Indiana. Branch Offices in all principal cities of the United States and Canada.



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IN ALL  
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# Filmosound

13 years of  
school\* service  
and still going  
strong!

\*Recent photo of Mr. Harry Mathews, teacher of Franklin Junior High School, Racine, Wisconsin . . . operating a Bell & Howell Filmosound projector purchased from Photoart Visual Service, Milwaukee, and used continually since 1937.

### Modern school officials

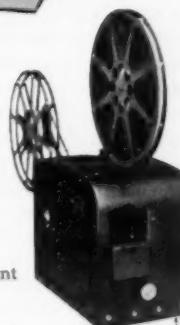
concerned with making their audio-visual equipment dollars go further, will be interested in the experience of Mr. Harry Mathews, teacher of a Racine, Wisconsin, public school. Mr. Mathews writes:

"We also have a #165481 purchased January 18, 1937 that has run an average of 250,000 feet of film per year and is still operating perfectly."

The model mentioned above is one of the earlier Bell & Howell sound film projectors. Typical of B&H engineered products, it has given more than 1600 hours of flawless, uninterrupted performance. And, with normal care, it can be expected to give its owners many more years of excellent service.

For your own school needs, investigate Bell & Howell Filmosound. Pictures are brilliant and lifelike. Sound is richly natural. Suitable for small classroom or auditorium. And you can depend on Filmosound's superb engineering for most hours of trouble-free performance. Consult your nearby Bell & Howell representative. He is trained to serve you.

You buy for life  
when you buy . . . **Bell & Howell**  
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A superb all-in-one unit weighing only 35½ pounds. Safe-lock sprockets guard film, make threading easy. Natural, flutterless sound. Perfectly aligned optical system gives finest illumination. For 16mm sound or silent film. Changes from forward to reverse and vice versa at the flick of a switch. Stops for still picture. Built-in 6-inch speaker operates within the case or removed from it. Larger, separate speakers available for single or multiple use.

**Guaranteed for life.** During life of product, any defects in workmanship or materials will be remedied free (except transportation).



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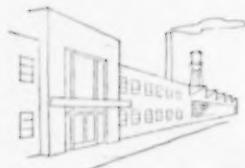
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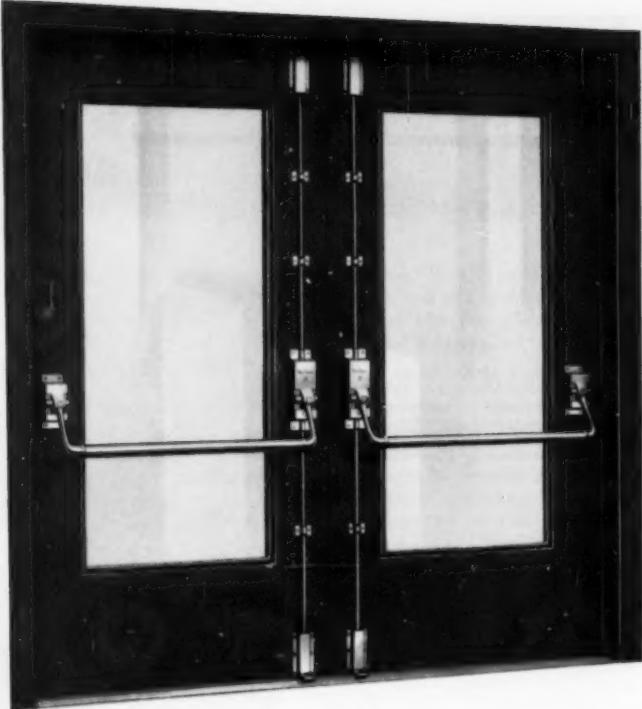
**DEPENDABLE**



**RUGGED**



**ECONOMICAL**



# Von Duprin

**TYPE X DEVICES**

Where the exit calls for an extra measure of dependability, ruggedness and exterior styling, combined with *economical cost*, look to Von Duprin "Type X" Exit Devices.

Type X is a high grade, vertical rod standard line, constructed entirely of bronze, with a number of superior features unusual in this class. Consider: crossbar and lever arm unit operating on  $\frac{1}{2}$ " floating axles, dogging features at both ends of crossbar, independently operating top and bot-

tom pullman latches. For extra strength and life, all latches, rod guides, interior cams and lever arms are *drop-forged*.

Get the full facts on Type X from your Von Duprin "Exit Engineer." The full range of models and functions assures the right combination for your requirements. And for rim-type operation, there is the companion line, "A Regular." Ask your builders hardware consultant, or, for the name of your "Exit Engineer," write:

VONNEGUT HARDWARE COMPANY  
VON DUPRIN DIVISION • INDIANAPOLIS



Von Duprin Devices are listed with Underwriters' Laboratories for accident hazard

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**Von Duprin**  
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EXIT DEVICES

## COMMITTEE HARD AT WORK ON FINANCIAL REPORTS

A. W. PETERSON

Vice President  
University of Wisconsin



IN 1935 THE NATIONAL COMMITTEE ON STANDARD Reports for Institutions of Higher Education published "Financial Reports for Colleges and Universities" (University of Chicago Press). This publication was a comprehensive statement of principles of college and university accounting and financial reporting.

College and university business officers and others interested in the financial management of educational institutions quickly responded to the leadership of this national committee. There is now uniformity in reports required for institutional purposes and by governmental, accrediting and controlling agencies. Accounting methods have improved, and financial reports are more understandable as a result of the adoption of these principles.

Accounting and financial reporting, however, are only one phase of college and university business management. Our modern institutions of higher education are nonprofit enterprises but in the administration of their affairs it is necessary to use many of the administrative tools that are used in the management of business enterprises organized for profit. These tools include purchasing departments, central stores, buildings and grounds departments for the operation and maintenance of plant, employment offices, service departments, investment offices, police and security services, and a number of other administrative devices.

However, it is not always either possible or desirable to apply the principles of private business management to the administration of colleges and universities in the same way those principles are used in the administration of a business organized for profit. Consequently, governing boards, presidents and business officers of educational institutions have felt the need for a compilation of authoritative and sound principles of management that fit the special characteristics of colleges and universities. The National Committee on Preparation of Manual on College and University Business Administration was organized for this purpose.

Since the committee on manual was organized, the supply of the 1935 publication has been ex-

hausted. In the meantime, certain new developments in institutional accounting, such as greater emphasis on cost accounting for research sponsored by the federal government, have made it desirable to modify some of the text contained in the 1935 publication and to add material that is appropriate to present-day financial operations. Therefore, the first task of the committee is to bring up to date the compilation of basic principles of college and university accounting and financial reporting. The essential material, as revised, of "Financial Reports for Colleges and Universities" will be included in Volume I of the manual. This volume also will contain new chapters on organization, budgets, audits and on distribution of indirect expenses. The principles relating to other phases of management in institutions of higher education will be published as Volume II of the manual.

Greatly in its favor is the fact that the new manual is being written by business officers who are actively engaged in the field of business management in educational institutions. A special committee of the American Institute of Accountants is cooperating with the committee in the preparation of Volume I. Thus, the volume on accounting and financial reporting will contain statements of principles that institutional business officers and representative members of the accounting profession believe to be sound principles for nonprofit educational institutions. Likewise, the volume on other phases of business management will include the principles and standards of operations that have proved to be sound and workable in colleges and universities.

The members of every profession need authentic guides or standards to help them determine the efficiency of their own methods and procedures. The manual will serve that purpose for business officers in all types of colleges. The manual also should help presidents, members of governing boards, auditors, accountants and representatives of governmental and accrediting agencies to obtain a better and wider understanding of college and university business operations.

# Looking Forward

## Who's Telling the Story?

COLLEGE ADMINISTRATORS CANNOT GET AUTHORIZATION on priorities by wishing for it. Somebody has to start talking for higher education in regard to material shortages—and the talking had better be quick, insistent and persuasive.

At present, there is little evidence that colleges are receiving much consideration by National Production Authority relative to the needs of higher education. Commenting on this situation, a competent Washington observer has stated: "N.P.A. officials can be quoted as saying that colleges and universities had better forget about any future construction plans. . . . Nowhere in N.P.A. has there been found an official who has any sympathetic understanding of the problems related to educational need. Efforts to inform these officials about the effects of shortages on the educational program seem to have made little or no impression. . . . A very definite barrier to educational progress now exists. N.P.A. has shown little concern over it and less effort to remove it. If the present attitude persists, the resulting damage to education can assume the proportions of a major national scandal. N.P.A. refusal to consider the importance of education is equivalent to deciding that the American people do not consider education essential in time of stress. N.P.A. has, in fact, developed a form letter for members of Congress that simply puts the finger on the U. S. Office of Education as if it should be able to solve all the materials problems for education."

It's not a pretty picture, is it?

## Full Speed Ahead

THE U. S. OFFICE OF EDUCATION HAS ATTEMPTED TO obtain data from colleges and universities as to what their resources are and what their needs for a year or two ahead may be. Some institutions have been slow in providing these data.

Despite the fact that the Federal Security Agency, of which the Office of Education is a part, was given "claimant agency" status on Nov. 20, 1950, there has not been much evidence of successful accomplishment. The same Washington observer quoted in previous paragraphs states that "the effectiveness with which the Office of Education will be able to operate as the 'advocate' for educational need is open to considerable question. No budget has been provided for the claimant agency operation, and the function is now being carried on by a small temporary staff borrowed from the several divisions of the Office."

The situation on priorities is a ready-made opportunity for the newly organized National Federation of College and University Business Officer Associations. If this group can't speak for the material needs of higher education, who or what group can?

## Hypnosis

HAVE YOU EVER DELUDED YOURSELF INTO THINKING you've put in "a hard day at the office" when all you actually were doing was shuffling papers?

Office routine has a hypnotic effect on some administrators. They tend to confuse "busyness" with paper work, as being the same thing as getting down to business. The tough jobs are not solved by "busyness," but require thoughtful consideration and perhaps a total absence of frenetic activity.

What discourages some executives (?) is that they don't know where and when to begin a difficult assignment. The enormity of the task appears to paralyze their powers of initiative and decisiveness. Those who plunge in get the job rolling and eventually completed.

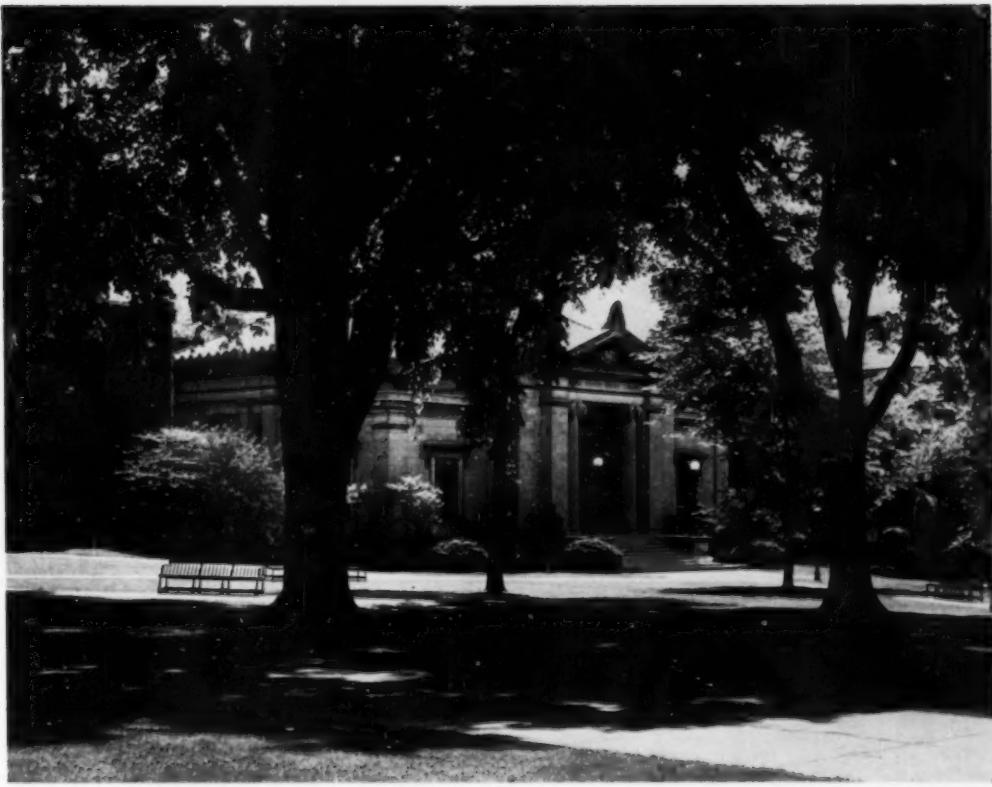
## Comptroller vs. Controller

READERS OF COLLEGE AND UNIVERSITY BUSINESS have probably wondered why we have spelled the same word two ways: controller and comptroller. We have attempted to spell the word in conformity with the practice of the institution involved. It appears to us to be a confusing practice, however, and we propose to follow a uniform style hereafter. The winner: controller.

Frank Colby's column "Take My Word for It," which appears in the *Washington Star*, carried the following observation as reported in "The Controller."

"The word comptroller is usually heard as 'komp-troller,' a pronunciation that no authority sanctions. As a matter of fact, comptroller is a monstrous hybrid that is bad English and even worse French. The word comptroller was formed by splicing the -troller of controller to the French noun *compte*, "an account," thus producing a word that resembles neither parent, but remains as a caricature of both. . . . Comptroller and Controller are one and the same. Comptroller should be discarded in favor of the legitimate word controller."

Eleven dictionaries agree that "controller" is the correct spelling. Amen.



WELL NOURISHED LAWNS AND TREES

WHY COVER THE LOVELY OLD STONE base of an 18th century university building with a solid, monotonous hedge of greenery? This one question started me off as Brown University's volunteer landscape planner.

It all started in 1945 when Dr. Henry M. Wriston, president of Brown University, showed me some planting plans submitted to him for the newly restored University Hall. The foundation planting suggested, we both agreed, seemed far from the best treatment. When he asked me for my idea of a good planting plan for this building I bit like a hungry trout, and forgetting that a university chancellor's wife doesn't usually do such things, I was off.

University Hall is a Colonial brick building, a copy of Old Nassau at Princeton, placed on the college green in the 18th century and long since surrounded by buildings of other periods: neo-classic, contemporary Georgian, and 19th century. It seemed to

## NOW BROWN IS GREEN

MRS. HENRY D. SHARPE

Wife of Chancellor,  
Brown University, Providence, R.I.

me that to consider each building separately was the wrong approach. The problem was not to create a planting for University Hall only but to consider the college green as a whole, with its diverse types of architecture brought together by a definite unity in its planting plan. When it was looked at in this way, certain aspects seemed important, such as:

1. The choice of trees and shrubs. The planting chosen should emphasize the inordinate beauty of the

Brown campus and be carefully selected as to form, ultimate size of the location, and hardiness.

2. Expense of upkeep of planting in labor, materials and tools.

3. Initial cost of new planting.

In considering the first aspect—the choice of trees and shrubs—the first problem was the fact that much of the tradition of Brown centers around its elms and lawns; these I felt should be nourished and well cared for before anything else was attempted.

In considering a choice of trees and shrubs, some evergreen for winter greenness would be needed to add to the general picture, and to achieve this I wanted specimen yews throughout the campus conspicuously placed where they could grow to their full beauty; more than that I wanted one kind of flowering tree in every campus and quadrangle. I felt that by holding to one variety only we would give a period of bloom to every part of the university in differing weeks of springtime.

We decided to use Magnolia soulangeana, for example, for the main college green. Although we bought very small ones, they have begun to bloom for us and in time they will be a magnificent sight. Just inside the palings of the ornamental fence on front campus we placed a row, two blocks long, of white dogwood trees. These and one specimen dogwood tree on each side of the front of the building and laurel (a plant native to Rhode

Island) provide our spring bloom and sparkling green in winter.

This, then, became the pattern for our campus plantings at Brown University; lawns and elms first, some evergreens for winter cheer, and one variety of flowering tree in quantity—not variety—on each campus.

In considering the second aspect—expense of upkeep of planting in labor, materials and tools—we were forced to recognize the fact that in many institutions the high cost of maintenance of plantings often means lack of proper care and loss of plants. This defeats the entire idea of beautiful, well kept grounds. I wanted to plant things that were as foolproof as possible as to care and to be sure that what was planted always could be kept up.

The third aspect—initial cost of new planting—was the easiest to overcome of the three. Although some of the shrubs, such as the specimen yews, were very expensive, nevertheless

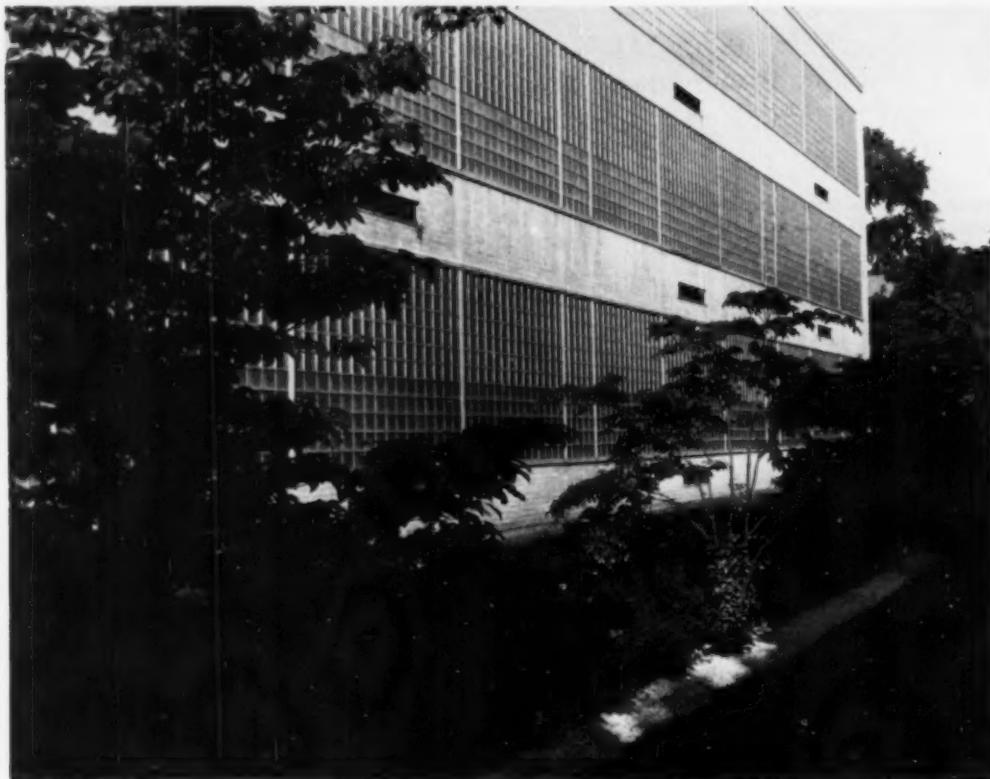
donors were easily found among the alumni and friends of Brown, and it proved exceedingly easy, financially speaking, to put the yews in place the very first spring.

Consideration, then, of these three aspects has been our central guide in replanting Brown's landscaping program. Aside from the major objectives, certain specific problems have presented themselves in the development of certain parts of the campus.

At Pembroke, the women's college in Brown University, for example, we had a problem to minimize the dividing effect of a street that crossed the middle of a campus. Formerly the other side of the grille fence in the photo at the top of page 21 had been densely planted, breaking the view from across the street. The view was confined and stunted, and on both sides of the fence the sense of space was limited.

We removed the bushes and now one seems not to notice that there is a division in the middle of the view as before. More than this, we improved the proportions of the center walk, which was too narrow, by plant-

Dogwood and vinca were planted on a gently sloping bank in this shady spot; this saved the expense of an unsightly concrete retaining wall.





ing bordering bands of ivy. A tall bush in the middle of the circular center bed was removed, and a further effect of length was achieved by planting a large juniper at the end and beyond the brick circle. Increasing the sense of length and decreasing the dividing effect of the street greatly improved this area.

Another specific problem that is time-honored on every campus was attacked and solved in our landscaping of Brown. Like every campus, between sidewalks and curbs we had untidy patches of struggling lawns. Our solution to this was a paving of stone brick, sometimes called Belgian brick, which we salvaged when paving between car tracks was torn up in our city. The bare patch on what is supposed to be lawn is an ancient college problem, and here we feel we have solved it in an inexpensive way.

A common collegiate eyesore is the large expanse of wire covering necessary for tennis ball stops. We are trying out forsythia, cutting back all but six or eight canes which we espalier on the wire. When painting

The problem of increasing the spectator's sense of space was solved in part by removing a thick hedge behind the grille fence in the middle distance. Proportions of this view were also improved by flattening the planting in the center circle and widening the apparent width of the path by low planting on either side.

Around the base of University Hall, laurel, ivy, dogwood and yew have been lightly used.





Belgian brick, saved from recently torn-up street car roadbeds, solves the age-old problem of that shady, worn spot where grass won't grow.

of these wire stops is necessary, these canes can be laid down and replaced after painting; vines are not so easily handled.

Another challenging situation arose when a drop of 10 feet between two buildings required, according to the architect's plans, a retaining wall. Instead, we built a slanting bank, broken midway. The two banks are planted to vinca, and the level space between them is planted in pink dogwood trees. This is largely a shaded area, but dogwood and vinca do very well here. How preferable to cement walls is this comparatively inexpensive planting!

#### EFFECTIVE USE OF PAINT

Although landscaping has been our principal interest, it was not long after we got started that the head of Brown's buildings and grounds department realized that the colors of painted houses owned by the university were just as much a part of the landscape picture as the trees and shrubs that surround them. How right he was! I soon found myself mixing paint to try for colors that would be durable in a city smog yet not look too dull.

This led us down quite a path of research, but by trial and error we evolved a basic gray. It is a beige gray tone that blends with the mortar of brick and the stone base of buildings, even with brownstone. It blends with everything green or brown, and it has a quality of fading pleasingly lighter so

dirt does not seem to show. Altogether it has proved to be a lovely and satisfactory color. The basic paint is quite dark; we add white in varying quantities to get four shades, from the lightest shade—an off-white—for trim of brick buildings, to the darkest we use.

We have standardized our paint for front doors to a deep black-green; it looks black but has a depth that is very rich and satisfying. This we use on window frames and blinds, if any. Of course, blinds are a big expense in painting and upkeep and we eliminate them whenever possible, but sometimes a single pair on a window above the front door does a lot for a house.

Further, we use a Williamsburg red for buildings of wood that are near to brick buildings, and these various colors serve us well; they do not, as we at first feared, seem too repetitious and monotonous. These colors tone into the general picture so becomingly and they continue to look so well for years after painting that we are convinced we have found good colors for beauty and endurance.

One coat of paint every four or five years keeps Brown buildings looking clean and orderly. On University Hall and Pembroke dormitories, where light colored outside doors seemed fitting, we use a blue-gray paint we call federal blue, which is most pleasing with pink brick. Veranda furniture and huge boxes filled with privet at

Pembroke are painted federal gray. These huge boxes of privet survive our winters and give upright accents and some growing plants on the roof terrace.

We have started three nurseries—one for sick plants and two for cuttings. We take cuttings of our own choicest plants and also from those of friends. A new building project covering two city blocks will soon require a lot of plant material. We have more than a thousand rooted cuttings growing up rapidly and these plants will be ready for replacing and for new planting. When we buy plants we get two or three extra, same size and variety, which go into our nursery to be used as replacements. It is difficult to find the same variety and the right size when one plant of a group sickens and dies unless this safeguard is thought of. We are starting a sod plot area and a compost heap. We dump over a tall retaining wall and take out the finished product from the lower level.

Because we have solved many of the specific landscaping puzzlers facing us and have attacked the problem of paint colors to tie in pleasingly with our landscape, the major work seems to be accomplished. We now spend our time on well planned work schedules—tying up, pruning, mulching and giving the right care at the right time.

#### FUTURE PLANS

For the future, plans include landscaping for the new building project now in progress covering two square blocks, with 10 buildings underway. The planting for these areas is being worked out while the architects are making building plans so the very best use can be made of all available space.

Most important in keeping our program at Brown alive is the real enthusiasm for our plantings and plans that has been awakened. We think we have reduced the labor on upkeep considerably and the entire university grounds have a better kept look. Every man is doing his part with real interest to carry out all the necessary work. A clear idea of what to do and definite work schedules planned well in advance and well supervised help everyone to avoid the stress and strain of last minute rushes. It is an aid in all this, I think, to have someone not bound up in the daily push of routine, who has time to think of it in the large and plan carefully for it in detail.

WILL IT BE CLEAR TO THE READER? That is the question to keep in mind as the annual report is planned and prepared.

The one-glance critics are likely to scoff at this question since they contend that college financial reports are impossible to understand. Having been accustomed to summing up a corporation's result for the year in earnings per share, with possibly a quick look at the balance sheet, it is understandable that a reader may be confused when he encounters fund statements unless he takes the trouble to ascertain their nature.

The solution to the problem of making college financial reports more useful lies in improving their appearance and content and then in persuading the reader to be more patient in understanding them—in understanding why the multiplicity of funds makes the financial statements of colleges and universities more complex than those of most business concerns.

Colleges and universities have much to gain in having their reports read and understood; consequently, they should take a critical look at the traditional formats and statement forms to see what can be done to increase reader interest. Perhaps the greatest single deterrent to improvement in college financial reports is the reluc-

tance to break away from the small sized page. A study of reports over the past few years reveals notable instances where the full 8½ by 11 inch page has been adopted with obviously gratifying results. The full sized page makes possible graphic presentations, comparative statements, and other features that the smaller sizes cannot accommodate effectively.

The first step in the preparation of the annual report is the organization of the material. It must be remembered that the report is not like a novel to be read from cover to cover but is more of a reference manual to which the reader will turn for information long after it has served its original purpose of giving him the

results for the year. The report, therefore, should be so arranged that whatever information is desired can be found readily. This, among other things, calls for separating details from main exhibits, showing complete cross references, and providing an easy-to-read table of contents and a good index.

It is assumed that, for the most part, the report will go to legislators, board members, administrative officers, deans and department heads, foundations and principal donors, governmental agencies, and those who will have occasion to refer to it from time to time. Many others—taxpayers, alumni, small donors, students, parents, friends—also will be interested in the institution's

## How to prepare ANNUAL REPORTS

JOHN H. ERNEST

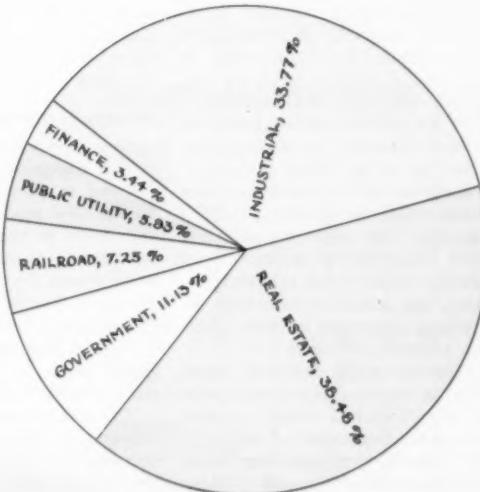
Controller  
Washington University, St. Louis

### Charts of Endowment Investments Based on Book Value as at June 30, 1950

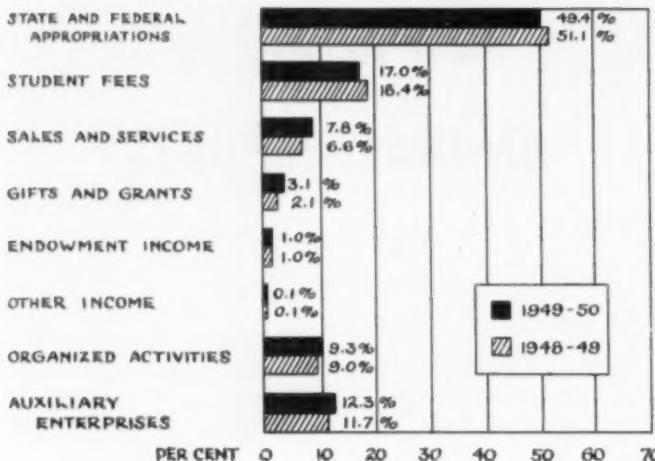
BY CLASS OF INVESTMENT



BY TYPE OF ENTERPRISE



## INCOME



finances, but to a lesser degree. More suited to the needs of this group is a short summary report. The short report can be made along with the regular one by preparing the summary part of the full report in such a way that it can be bound separately as a 10 to 20 page booklet for general distribution. Another possibility is an entirely separate "popular" report.

In either case, the short report should indicate that the detailed statements are available upon request. The extent to which the short report, and the full one for that matter, is distributed is a matter of administrative policy. The cost is the limiting factor. The expense of printing financial reports should not be regarded as unproductive, however. Even though the report should not intentionally be made into a publicity piece, the publication of a report clearly setting forth the stewardship of funds has immeasurable value in inspiring confidence in the institution.

Returning now to the organization of the report, the following order is suggested: title page; the governing board, administrative officers; table of contents; letter(s) of transmittal, charts and graphs; commentary; accountants' certificate; exhibits; schedules; appendix, and index.

Since the report ordinarily represents the work of many individuals, the term "financial report" is more appropriate than report of the treasurer, controller, or some other officer. It is better for the morale of those

who prepare the report to use a term that recognizes it as the work of the entire staff. Also good for the morale is the listing of the accounting staff following the governing board, the administrative officers, and the divisional heads of business administration. How many of the accounting staff are listed will depend, of course, upon the size of the institution and other factors.

The table of contents is an important feature of the report, as is a good index; both should be included. Having an easy-to-read table of contents and a good index will draw more favorable comment than almost any other feature. A person who finds what he is looking for when he refers to the report is much more likely to turn to it again. When this happens, the report is fulfilling one of its major functions.

### LETTERS OF TRANSMITTAL

Most reports have one or more letters of transmittal, but they are not essential in all cases. If a letter of transmittal is required, it is a formality and should be treated as such. Make it short and to the point. In a good many reports, the transmittal letter includes the commentary, but this is not recommended because the letter of transmittal must be addressed to a particular group or individual, whereas the commentary should reach all.

The next item on the list is charts and graphs. Many regard these as a part of the commentary, and indeed the commentary may include charts,

graphs, tables and any other device to make it more interesting. As used here, however, "charts and graphs" refers to a separate section of full sized charts and graphs occupying full pages, or perhaps two to a page. If possible, they should be in color. This is another reason for keeping these pages together in a separate section because color is less expensive to print if it is concentrated in one form. Since charts and graphs are to stimulate reader interest, the most interesting subject matter should be chosen. Some examples are:

#### 1. Current Income and Expenditures.

Where the money came from  
(by source)

How it was spent (by function  
or object or both)

These are the commonest of all charts. Some state them percentage-wise; others, dollarwise. They can be in the form of bar charts, circle or pie charts, flow charts, or any other form suitable to the setting. Bar charts have an advantage in that one or more years can be shown.

#### 2. Comparative Income and Expenditures.

This is usually depicted on a column chart, also known as a vertical bar chart. By using colors or shading, the columns or bars can be made to show the sources of income and expenditures as well as the totals.

#### 3. Enrollment (by years or divisions).

Curve charts are well suited for graphing enrollment figures. Since enrollment reporting is primarily the prerogative of the registrar, any enrollment data appearing in the financial report should, if possible, be in exact agreement with reports released by the registrar.

#### 4. Diversification of Investments.

By class of investment (bonds,  
preferred stocks, etc.)

By type of enterprise (indus-  
trial, railroad, etc.)

These are usually circle charts.

When applicable, charts showing gifts and grants and increases in endowment funds also are good.

Charts and graphs should be kept simple; complex ones defeat the purpose. Too many may detract from the other features of the report. One good way to decide what to chart and how to chart it is to look at those used by other institutions.

The commentary is an important part of the report. All of the significant

results and changes of the year should be included. Although the commentary should reflect the same point of view as the statements and have the same high regard for accuracy as the statements, there is opportunity to present the material in a way that will be easy for the layman to understand.

#### THE COMMENTARY

The commentary may be called just that, but the heading more often used is summary. Other headings are financial summary, summary of results, and explanations and summary. If the commentary is written by an individual rather than by the report staff, this should be made evident by calling it the report or comments of the particular officer—comments of the treasurer, for example.

The material in the commentary should be so paragraphed and sub-headed that the reader quickly can see what each section contains. The following list of subheadings were selected from various reports: general comments; operations of the year; major changes in income and expenditures; increases in resources; endowment income; investments; capital improvements; gifts and grants; auxiliary enterprises; debt obligations, and the financial outlook.

The commentary is not intended to explain everything in the statements. Only major points of interest should be included, and all discussions should be kept to a minimum, short of being sketchy. Avoid inconsequential details. Certain topics, such as operations of the year, should be discussed every year, but items of special interest to the particular year also should be included. Cases to point are building programs and fund drives. From time to time, it also is well to mention items which, although routine in nature, possess more than ordinary interest to the reader. Research expenditures and students aid are examples.

The accountants' certificate is next, which places it immediately preceding the exhibits and schedules. This is where it should be, to remind the reader that in the opinion of independent certified public accountants, the facts have been accurately reflected. When the accounts are audited only by the state, mere mention of this in the letter of transmittal is too casual. In such instances, a letter from the state auditor should be included to call the reader's attention to the type of audit. A few schools do this.

Now to the statements themselves. This is where the big job lies. Here the question constantly to keep in mind is, "Will it be clear to the reader?"

The task of preparing the statements is infinitely easier if there is a good underlying accounting system to accumulate the figures in such a way that they are easy to assemble. In the discussion to follow, it is assumed, of course, that the accounts are kept in accordance with the recommendations of the National Committee on Standard Reports for Institutions of Higher Education. This means that not only is the trial balance arranged in recognized fund groups, but within each group the accounting terminology and arrangement are in accord with accepted standards.

The statements may be prepared from either the trial balance or an internal report, such as a budget report. As already indicated, there are two types of statements: exhibits and schedules. The exhibits are the main statements and the schedules present the supporting details. In general, the exhibits are the balance sheet, the statements of current income and expenditures, and the statements summarizing the changes in the various fund balances. The schedules are the supporting details for the statements of income and expenditures, the changes in the fund balances, and a few of the items on the asset side of the balance sheet. Many other schedules prepared in the course of assembling the figures for the balance sheet need not be published. These unpublished schedules should be available

for limited distribution to administrative officers and members of the governing board.

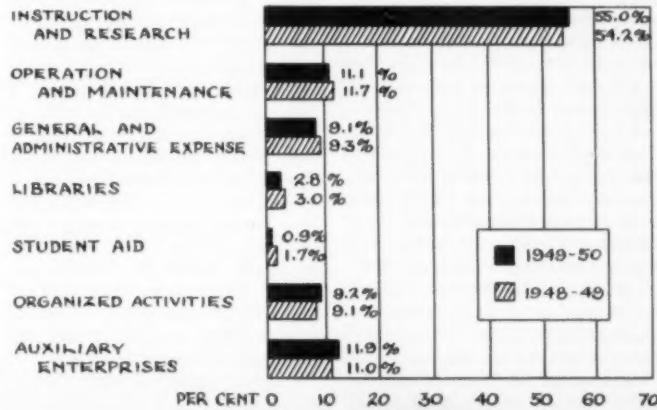
Before work is begun on the published statements, the closing entries for the year either will have been made and proved, or proved in worksheet form, and the internal statements will have been prepared. This being the case, all of the results for the year will be known and will serve as check points during the preparation of the published statements.

#### PUBLISHED STATEMENT

In contrast to the internal report that follows organizational lines, the published report crosses these lines to present a composite picture of the institution's operations by major functions—administration, instruction and research (separately or together), libraries, operation and maintenance, and student aid. These terms are self-explanatory, and fortunately the two terms appearing in the statements of income and expenditures which, standing alone, would not likely be meaningful to the reader, namely, organized activities related to instructional departments and auxiliary enterprises, are made evident by the items listed beneath them. After seeing such items as agricultural experiment stations, hospitals and clinics listed under organized activities, and such items as bookstores, dormitories and dining halls listed under auxiliary enterprises, the headings themselves offer no difficulty.

The primary points to observe in transferring the income and expenditure figures from the internal records

## EXPENDITURES



to the published statement worksheets are:

1. All instruction and research, library, operation and maintenance (except those in organized activities and auxiliary enterprises), and student aid expenditures must be gathered together to get the total expenditures in each of these categories.

2. The operations of the restricted expendable funds must be incorporated into the statements, assuming these accounts are carried outside the regular budget.

3. All internal allocation and proration entries must be "backed out" except those affecting organized activities and auxiliary enterprises.

Gathering up the instruction and research, library, operation and maintenance, and student aid expenditures offers no particular problem. It is just a matter of placing these figures under the proper caption on the worksheets rather than allowing them to remain under the individual schools and departments. The identity of the schools and departments is not lost, however, because they are listed in the schedule supporting instruction and research. The administration and general expenses of the schools and instructional departments also appear on the instruction and research schedule as these are instructional costs.

In picking up fund expenditures, care must be taken to exclude amounts returned to donors and overhead charges. Assuming that income from funds is being reported only when and to the extent utilized, amounts returned to donors should be excluded from expenditures in order that the corresponding amount will be excluded from income. On the overhead point, if the overhead charges in the funds were allowed to stand, their counterpart, the overhead credits in the school accounts, also would have to stand to keep in balance. This would duplicate the income—it would appear once in the overhead credits and again in the income from funds. This duplication can be avoided by eliminating both the overhead charges and the overhead credits. By bringing in from the funds only the direct charges, while at the same time bringing into income an amount equivalent to the direct charges plus overhead, the amount of overhead recovered is automatically reflected in the difference between the two figures.

Backing out the proration and allocation entries is accomplished by

omitting all such charges and credits when the rest of the accounts are being placed on the worksheets. In this case, also, those affecting the organized activities and auxiliary enterprises are allowed to stand to keep their expenditures, and consequently their results for the year, intact. To keep the prorations and allocations that are allowed to stand from obscuring the total amounts expended for general administrative and general expenses and for operation and maintenance, the totals for these items are shown, and then the amounts distributed to the organized activities and auxiliary enterprises are deducted, together with any similar distributions.

#### PREPARATION OF BALANCE SHEET

The preparation of the balance sheet is quite simple because there are no points similar to those that have just been discussed to watch for. With the exception of investments and plant assets, very few of the assets need to be supported by schedules. In contrast, on the right side of the balance sheet, all of the changes in fund balances should be explained. This is done by summarizing the changes in each kind of fund in an exhibit, which in turn is supported by a columnar schedule showing the beginning balance, the additions (by source), the deductions (by purpose), and the ending balance of each individual fund. The items in the exhibit correspond with the column headings. Amounts in the miscellaneous additions and deductions columns are explained in footnotes. In a wide schedule of this sort, it is better to run the statement across two pages.

Besides the statements already mentioned, there may be exhibits to summarize investments and investment income by fund groups, to analyze investments by classes (bonds, preferred stock, etc.), and to show the disposition of endowment income. If there are separately invested endowment funds, in contradistinction to those whose investments are pooled, there should be exhibits showing these investments by classes and the investment income likewise. Annuity funds and funds in trust, that is, those held by others, should be similarly displayed. In schools in which gifts and grants are a major factor, an analysis of gifts and grants received may well be included among the exhibits.

Schedules, other than those showing the changes in fund balances, may in-

clude detailed statements of income by source and statements detailing expenses by department and type within general administrative and "general expense" and "instruction and research." The operation and maintenance schedule would show the expenses by administration; heat, light and power; janitor service, and so forth. There also should be a schedule for each of the organized activities and auxiliary enterprises showing both income and expense and the result for the year.

Numbering and cross-referencing the exhibits and schedules is an important matter. A satisfactory way of doing this is to give the schedules supporting an exhibit the same letter symbol as the exhibit, followed by a number. For example, if the statement of current expenditures is exhibit C, the supporting schedules would be C-1, C-2, and so on. All exhibits and schedules should be planned and arranged in the desired sequence before the letters and numbers are assigned to them.

The appendix is for statistical statements covering a range of years showing figures for such things as state and federal appropriations; student fees; total income; total expenditures; endowment funds; gifts and grants.

If comparable figures are available, the presentation may go back 20 years or more. Where a column is needed for each year, the statement usually is limited to about 10 years. A 10 year comparison is sufficient for most purposes and ordinarily there is enough space on a full sized double spread for this many columns, along with the necessary descriptions.

#### TAKE TIME FOR GOOD INDEX

Last, but by no means least, is the index. When there are many funds, the fund index may be separated from the general index, but whether they are separate or together is not important.

Except where a drastic change is made, such as shifting from a small sized page to the full sized page, the report should not undergo much change in outward appearance from year to year, but a good report is characterized by minor improvements and refinements. Most schools are willing to exchange reports. By exchanging reports and ideas and by keeping ever on the alert for improvements, progress will be made toward the goal of presenting reports that will be clear.

**In their public relations, colleges may well**

## **TAKE A TIP FROM INDUSTRY**

PUBLIC RELATIONS DEPARTMENTS OF American colleges and universities face their most severe test in the years just ahead. Upon their ability to rise to this challenge may well depend the future of higher education in this country as we know it. Most assuredly, the ability of youths from low and moderate income families to obtain college training is at stake.

A few facts gleaned from an article, "Are We Going to Junk Our Colleges?" by Benjamin Fine, which appeared in *Collier's*, make it clear why this is so. Among Mr. Fine's findings are these:

1. One out of five colleges in 1950 operated in the red.
2. Costs of operating colleges have doubled since the war.
3. One in three students in 1950 was aided by the G.I. bill—that compares with three in four in 1946—but only one in 10 freshmen had G.I. aid in 1950.
4. Only one in 10 nonveteran students can be helped with available scholarships and loan funds. The average aid offered is \$187.16.
5. Eight years ago a student might complete a year's schooling for \$500 with a bit of side work. Today, the cost is about \$1500; more in the "ivy league."
6. Interest rates on endowments have dropped from more than 5 per cent before the war to less than 4 per cent today.
7. Gifts are more difficult to obtain. Colleges, trying to raise \$1,000,000, have raised about \$200,000,000.

### **OLD-TIME PUBLICITY**

These facts do much to chart the broad task of the public relations department. But before outlining the technics that are evolving to deal with these problems, a brief survey of how some public relations departments developed may provide perspective for judging the relative preparedness of many to assume their key position in this situation today. Too, such a sur-

**LAWRENCE McCRAKEN**

Dudley, Anderson and Yutzy  
New York

vey may make evident the steps necessary to bring the department to the point where it can assume such responsibility.

Some 30 to 40 years ago, college athletic directors found themselves burdened with requests for pictures and material about their players as interest increased in college football. They employed the local sports editor on a part-time basis, later often hired him full time.

### **FRONT PAGE FEATURES**

In the meantime, the college president sometimes found himself in difficulty with the press because of ignorance of deadlines and other such technicalities. After a talk with the athletic director, he hired a newspaperman as publicity director. Soon, the press bloomed with stories about the colleges—some extreme examples were stories of students swallowing goldfish or engaging in races down the main street in which contestants pushed peanuts with their noses.

Most newspapermen had better native judgment than to encourage such shenanigans but many, true to their newsroom training, primarily were interested in developing material that would get in the newspapers regardless of its contribution to college needs. However, many of these men grew to see their task as that of giving the public a well rounded view of the services and activities of the college, not of getting the institution's name in print at any cost.

### **EVOLUTION OF THE JOB**

Some developed skill in the use of various media, such as radio, exhibits, magazines, booklets and public speaking, together with a broader understanding of their function, which brought them the status of public relations directors. In other cases, men with

broader backgrounds were brought in to direct public relations with the publicity man remaining as the all-important right arm of the director.

In a few others, a development bureau was organized with the director made responsible for public relations. Gradually, no matter whether the title of this officer was assistant to the president, public relations director, or development director, he became a member of the administrative council and worked closely with the president in improving the public relations of the college or university in all its wide ramifications.

Following the example of industry, many colleges, usually those that already had superior programs, brought in outside counsel for more objective survey of their program. Such counsel might be hired or it might be recruited from alumni or friends of the institution. For instance, Teachers College of Columbia University has a Columbia graduate, a senior partner of a public relations firm, as chairman of its voluntary committee on public relations. In addition, both Columbia and Teachers College use paid counsel on a limited basis.

### **MATURE APPROACH**

Study of the 1800 colleges and universities in the country will reveal that they run the scale of this development today. Some have athletics publicity men only; others have publicity men fresh from the classroom or a newspaper city room who see their task only as getting the college name in the papers no matter how distorted the view the public gets from their "news"; others have able publicity men of mature judgment who seek to give the public an adequate picture of the college and its services through their news stories, and those at the top have public relations directors at home in all media who are high in the college councils.

These colleges are setting the pattern for the more sharply defined public

relations programs evolving now in the face of emergent need.

A mail survey of a score of the college and universities with public relations departments (together with a study of industrial public relations programs) that are giving valuable aid in dealing with the problems outlined gives this general picture of their methods.

#### LIST OBJECTIVES FIRST

First, they decide upon the ends to be sought through public relations activities. A typical list will include items like this: (1) Inform the public as to the contributions the college makes to the community, state and nation; (2) attract students of the highest type; (3) attract valuable faculty members; (4) inform the public as to the resources the college offers in varied fields; (5) present needs of the college and its students so as to attract gifts and bequests; (6) enhance pride of alumni, students and faculty in the college.

With such a list of objectives down in black and white, a guide is provided to make certain that releases, speeches, booklets, radio programs, letters and other tools are used so as to create the over-all picture of the institution that is desired. If definite objectives are stated, less time is given to irrelevant material. The college administrator, who may feel vaguely that much of the material going out misses the point, has a gauge at hand to measure its effectiveness.

In addition, to ensure that such material as news releases was written with definite objectives in mind, the publicity director may be required to classify his releases in periodic reports as to the exact points each makes. In some cases, each release might make several points. However, the president, a volunteer consultant, a member of the faculty with experience in the field, or an outside adviser serving as part-time counselor might give each release careful study to see if additional or even more important points might have been made.

For instance, a release might be issued about a \$25,000 grant made for research into some aspect of labor-management relations. The important facts would be stated, the release would serve to make several of the points listed. But could it not have made more?

A bit of digging below the surface may reveal that this is the fourth grant

made in two years to get at facts to untangle some knotty business problem. By inserting a few paragraphs in the release about these grants and results achieved, the thought might well be planted among other businessmen so that they could benefit by cooperating with the college in some study.

The publicity writer who knew his releases were subject to such Monday morning quarterbacking could be expected to prepare them with a sharper eye to their possibilities.

Merely classifying releases according to the points they make would automatically reveal weak points. As an example, there might have been no releases for months as to the needs of students for loans and scholarships. As this lack became obvious, the publicity director would be assigned to developing a story on the struggles of graduate students to obtain degrees—readable human interest stuff. As a part of the story, mention would be made of some of the scholarships and loan funds that were available. This would serve as a potent suggestion to possible donors.

With releases brought to maximum effectiveness, detailed thought must be given to publics it is most important to reach and media to be employed. These publics will include alumni, industrialists, students' parents, previous donors, potential donors, college community, and a score of other classifications.

#### CHOOSING THE MEDIA

With this list outlined, the next step is to list opposite each classification the media that might be used most effectively.

For instance, persons who have already given may be most likely prospects for additional gifts. The most effective medium with such a select group would obviously be personal contact. In the event that was impractical with all, letters might be written to bring them up to date on the use being made of their grant and to let them know their generosity was still remembered.

On the other hand, the most effective media to reach businessmen who would be interested in the labor-management study might be such specialized publications as *Factory Management and Maintenance*, *Mill and Factory Supervision*, or *Personnel Journal*.

Exhibits might be effective with alumni at homecoming, or with the

college community to show various facets of the school's activities.

With objectives, media and publics outlined on a master chart, a tool is provided that the college administrator may employ to determine at a glance the degree of attention given each objective and each public and what media are being employed.

If a course is thus charted and followed, much of the vague aimlessness of too much public relations activity in varied fields is eliminated. Energy is channeled along the paths where it can be expected to produce tangible results. College faculty and administrators achieve a clearer understanding of their responsibilities in the work. They come to see the practical promise such work gives and thus support it with greater enthusiasm.

Public relations directors find the worth of their contributions more widely recognized and their counsel more readily accepted as the rather nebulous term "public relations" is pinned down so the program is quickly and easily understood.

#### MUST PRODUCE TANGIBLE RESULTS

In its broad outline, the foregoing is an idealized picture of a public relations department in that there may be no one college that functions exactly according to the pattern described. However, the over-all picture is accurate in that it reflects a study of a number of different programs, both in and out of colleges. It also is accurate in its picture of the type of program far-seeing directors believe will become commonplace as the current financial emergency makes it more evident that public relations must produce tangible results to a degree little envisioned in the past.

Correspondence and discussions in the field developed one other significant fact. College authorities are becoming more and more convinced that the colleges must sell themselves and their needs to the public on a wider basis so that prospective donors will make gifts and bequests to their local colleges in much the same way they now give to their churches. To do this, they see the need for an over-all public relations program of the type the textile, aluminum, steel, oil and other industries support jointly. Such a program would aim at acquainting the public with the services and the problems of colleges as a group to the end that a more favorable public climate for their support would be won.

IN OCTOBER OF 1950, THE SURROGATE'S court for Erie County of the state of New York had before it a petition<sup>1</sup> by Cornell University for the probate of the will of Nellie M. Lewis. In this will, the decedent left her entire estate to the university for the endowment of the Nellie M. Lewis Scholarship, with the provision that the income from the endowment should be awarded annually by the scholarship committee of the Federation of Cornell Women's Clubs "to a woman undergraduate student in any class in the college of arts and sciences of Cornell University."

In the majority of American jurisdictions, this will would have been accepted for probate without question as creating a valid charitable trust. However, New York, in company with Virginia, West Virginia, Maryland, the District of Columbia, Michigan, Wisconsin and Minnesota,<sup>2</sup> had declined to adopt the common law doctrine of the charitable trust as evolved by the English courts from their interpretations of the famous "Statute of Charitable Uses,"<sup>3</sup> enacted by Parliament in 1601 during the reign of Queen Elizabeth. Consequently, the validity of a charitable trust in the state of New York rests, not upon the broad base of the common law, but upon the narrow edge of legislative enactments.

In 1829 the New York legislature, in a codification<sup>4</sup> of the existing common law of charities, specifically abolished all trusts except those authorized by statute. At this early date in the history of the state, with little accumulated wealth to give rise to litigation with reference to gifts to charity, it is not surprising that those drafting this code failed even to mention the charitable trust.

Samuel J. Tilden in his will filed for probate in 1891 attempted to create a charitable trust of some \$5,000,000 "to establish and maintain a free library and reading room in the city of New York, and to promote such scientific and educational objects as my said executors and trustees may designate." The court,<sup>5</sup> with reluctance, declined to recognize the validity of the trust. The size of the estate lost to charity and the national prominence of the donor stimulated a

## THE CREATION OF A CHARITABLE TRUST



T. E. BLACKWELL  
Treasurer, Washington University  
St. Louis

critical examination of the subject.<sup>6</sup>

The New York legislature, aroused by the public discussion thus engendered, passed a statute, frequently referred to as "the Tilden Act,"<sup>7</sup> specifically recognizing the validity of charitable trusts. However, subsequent judicial interpretation of this statute has made it clear that the entire structure of the English common law respecting the charitable use or trust was not thereby reestablished and consequently those seeking to create charitable trusts in New York must take cognizance of the limitations of existing statutory provisions.

### CORNELL UNIVERSITY CASE

Thus we find that, in the recent Cornell University case now under discussion, the will of Nellie M. Lewis was not admitted at once to probate by the New York court. The only heir of the decedent was Edward Nickerson, a legally incompetent individual confined in a hospital in Wisconsin. The Wisconsin guardian of this incompetent objected to the probate of the will on the grounds that its provisions were invalid under the provisions of the New York statute; hence the entire estate must pass, as in intestacy, to Edward Nickerson. More specifically, the Wisconsin guardian pointed out that:

1. The trust does not specifically state that it is created for the purpose of promoting education.

2. It does not lay down any specific yardstick to guide those charged with the duty of the selection of a beneficiary, such as scholastic achievements or indigence.

3. It does not require that the beneficiary use the money for her education.

In jurisdictions recognizing the common law basis of charitable trusts, these objections would have been brushed aside as absurd and irrelevant. However, the New York court was compelled to give them serious consideration. It declined to accept the decision of the Shattuck<sup>8</sup> case cited as precedent for rejecting the will, pointing out that, although this case had not been expressly overruled, it had been limited almost entirely to its own facts by subsequent decisions.<sup>9</sup> It cited the latter Durbrow case in support of its own decision to uphold the major provisions of the bequest to Cornell University, quoting with approval the opinion of Judge Pound:

"The intention to make a gift for charitable and religious purposes pervades and dominates the whole bequest and the court will give it effect, if it is possible to do so, by the application of the most liberal rules of construction that the law allows."

However, it felt constrained to reject as invalid one provision of the bequest wherein Cornell University was required to add the income to principal until the corpus shall have reached the sum \$10,000. It refused to accept the contention that this provision invalidated the entire bequest and held that it could be deleted or excised without impairing the validity of the other provisions of the will.<sup>10</sup> In the jurisdictions accepting the common law basis of the charitable trust, this provision for accumulation to principal would have been sustained without question.

<sup>1</sup>In re Lewis Estate, 99 N.Y.S. 2d 986.

<sup>2</sup>Blackwell, "The Charitable Corporation and the Charitable Trust" (1938) Pp. 9-23. American Council on Education.

<sup>3</sup>43 Eliz. c.4 (1601).

<sup>4</sup>N.Y. Rev. Stat. (1839) 727.

<sup>5</sup>Tilden v. Green, 29 N.E. 1033, 14 L.R.A. 33.

<sup>6</sup>Ames, "The Failure of the Tilden Trust" (1891), 5 Harv. L. Rev. 289.

<sup>7</sup>N.Y. Laws of 1893, c. 707: Sec. 1.

<sup>8</sup>In re Shattuck's Will, 86 N.E. 455.

<sup>9</sup>In re Durbrow's Estate, 157 N.E. 747.

<sup>10</sup>In re Davidge, 193 N.Y.S. 245.

<sup>11</sup>Morris v. Morris, 5 N.E. 2d 56. In re U.S. Trust Co. of N.Y., 53 N.Y.S. 2d 262.

# RESIDENCE HALL ADMINISTRATION

R. B. STEWART

Vice President and Treasurer  
Purdue University, West Lafayette, Ind.

APPROXIMATELY 25 YEARS AGO I HAD my first real opportunity to develop a whole university housing program. At Purdue we were contemplating our first residence hall for men. As the building and the relating program were projected, it became apparent that sound administrative policies and procedures had to be set up very early in the game, policies and procedures that would bear the test of time and under which the student housing program could develop on a sound educational basis in keeping with the traditions and policies of the administration.

At the time that we were working on our first unit, it became apparent that the head of our home economics department felt that the management of the kitchen and dining room should fall under her direct supervision. The dean of men felt that he should have the over-all responsibility for the management of the whole because of its relationship to student or campus life. The head of our school of education felt that he should be made responsible for the counseling phase of the residence hall program, his staff being the only one on the campus that was professionally trained to carry on this distinctive type of educational work. Yet, as controller of the institution, I was to be charged with the responsibility of successfully financing the project on a self-liquidating basis!

## ONE MANAGEMENT ONLY

Taking the position that the person who is charged with the financial responsibility and integrity of the pro-

From a paper presented before the second annual institute of the Southern Association of College and University Business Officers, Atlanta, Ga.

gram must have responsibility for its over-all management, I was supported in this position by the president and chairman of the board of trustees, and since that time the over-all responsibility for all residence hall and union building operations has been focused in our office and channeled through our organization.

Any housing program, if it is to be self-financed, must be operated with an eye to the balance sheet and the income statement. Each of us, in the management of our own personal affairs, must learn this important lesson. We must scale our operations in accordance with that for which we can pay.

However, no residence unit on any campus should be operated solely to produce revenue. It should serve an educational function or it should not be on a college campus. Too often academicians think that the business office knows nothing about education and is thoroughly unqualified to think about any process relating to it. On the other hand, there are business officers who believe that members of the faculty know nothing about finance and therefore should not be consulted on anything that involves a financial management problem. As a result, many university housing operations have two or three managements—a financial management, a social management, and perhaps an educational or counseling management—and in most of such cases the over-all program is not successful.

We let it be known at the outset that our Purdue halls are under the direction of *one* management and that the manager has the responsibility of meeting the financial program as laid down, along with the responsibility of

giving the maximum educational and social program within the limits of the residence hall income. We operate on the basis of complete cooperation with the dean of women, the office of student affairs, our psychological clinics, and others. When the manager of the halls selects counselors and faculty sponsors—people who are willing to work with the social and intellectual program in the halls—our academic heads and deans are consulted. In essence, the entire academic staff of the university participates in the selection of counselors and sponsors for our residence halls.

Managers of the halls uncover the candidates for these positions by getting suggestions from the deans and department heads; then the managers review their choices with the dean of women and the director of student affairs for men. It is the business of the managers of our halls to work closely with all agencies of the university dealing with the instructional welfare of the students. Certainly the manager of the unit should be the best qualified individual to know whether a given program is a sufficiently important part of the total activity and whether money should be diverted to that or to something else. I rate the managers of our halls as just about the most important persons on the campus. To operate a successful housing program in which worth-while educational objectives are kept paramount requires high intellectual, moral and financial capacities.

## COMPETITION WITH FRATERNITIES

We should not attempt to dictate the manner of living for everyone who comes to our campus. It is our business to try to set standards and try to make people see the wisdom of living better and more sanely. Our fraternities and sororities are an integral part of our educational machinery; if either they or the college officers think they are not, they are mistaken. I take great pride in the competitive relation, as it were, between our residence halls and our fraternities and sororities and by setting standards in our operation, by setting examples, we bring about certain things in the other. By the same token, if something unusual is accomplished in the fraternity or sorority program, this in turn compels us to meet the challenge.

When the competitive basis of life is eliminated from the American concept, we have lost the concept of what

we call the American way of life. That is the American way of life. Providing a fixed way of life for every student is not following a pattern that permits the individual development for each student.

Costs relating to the operation of college and university housing and food services have run high for the past several years. With the recent sharp increases in operating costs since the Korean conflict, the plea for a direct subsidization of these normally self-supporting enterprises has been growing stronger and stronger. In my opinion, responsible business officers should combat this increasing tendency to look to general college and university revenues to support the housing and feeding of students. The assignment of such funds for these purposes in the long run can have only damaging effects on the entire institutional picture in most institutions.

Most of our colleges and universities are the dominating economic influence in their community. As such, they must continually work toward the economic betterment and stabilization of the community; thus the welfare of all parties will be promoted, making for a stronger total community. Subsidization of college and university housing and food services would produce unfair competition in the student market and would tend to split the community and the university away from what should be a common objective. The only exception to this might occur in those few instances in which institutions are closed communities within themselves, such as boarding schools and certain denominational or "residence" schools.

General subsidization of institutional housing and food services would in all probability lead to a deterioration in management and a degradation in the scope or quality of the services rendered. Incentive to management would be lessened if the responsibility for providing the best in housing, food and educational services at a competitive cost that the student himself pays was taken away.

Topside administrators would find it difficult if not impossible to place firm responsibility for the proper distribution and expenditure of funds. Continual bickering over the fair distribution of funds to the various schools, departments and divisions of institutions would be the rule rather than the exception. Educators and research per-

sonnel should be loathe to reduce basic educational needs and objectives in order to increase the quality of beef for students.

If we attempt to create a welfare state on campus through the operation of housing and food service units, then who is to subsidize the student living in other quarters? Who will subsidize the student who is earning his room and board by working outside in a commercial enterprise? Shall we

subsidize our faculty dining room? In my opinion, the answer is a definite No. See that competitive rates are paid for the services rendered in housing and food service enterprises and then, through hard driving, efficient administration and operation, set such standards with a harmonious, unified educational program *at those rates* that will tend to improve corresponding standards throughout the campus. That is the real educational process at work.

## FOR PEDESTRIANS ONLY

THE WIDEST SIDEWALK ON ANY CAMPUS in America is claimed by Wayne University in Detroit. This tree-lined pathway is a 27 foot wide strip of asphalt, a block long, used for many years as a street. It was converted to pedestrian use as a result of the university's expansion moves, and thus enjoys the further distinction of being the one sidewalk on campus that didn't even need to be built as such.

Until a few months ago, automobile traffic moved along the street in both directions, with traditional sidewalks flanking the autoway. Then, city hall approval was obtained for diverting the traffic elsewhere. This move had long been contemplated, as have similar moves on other streets still used in the campus area.

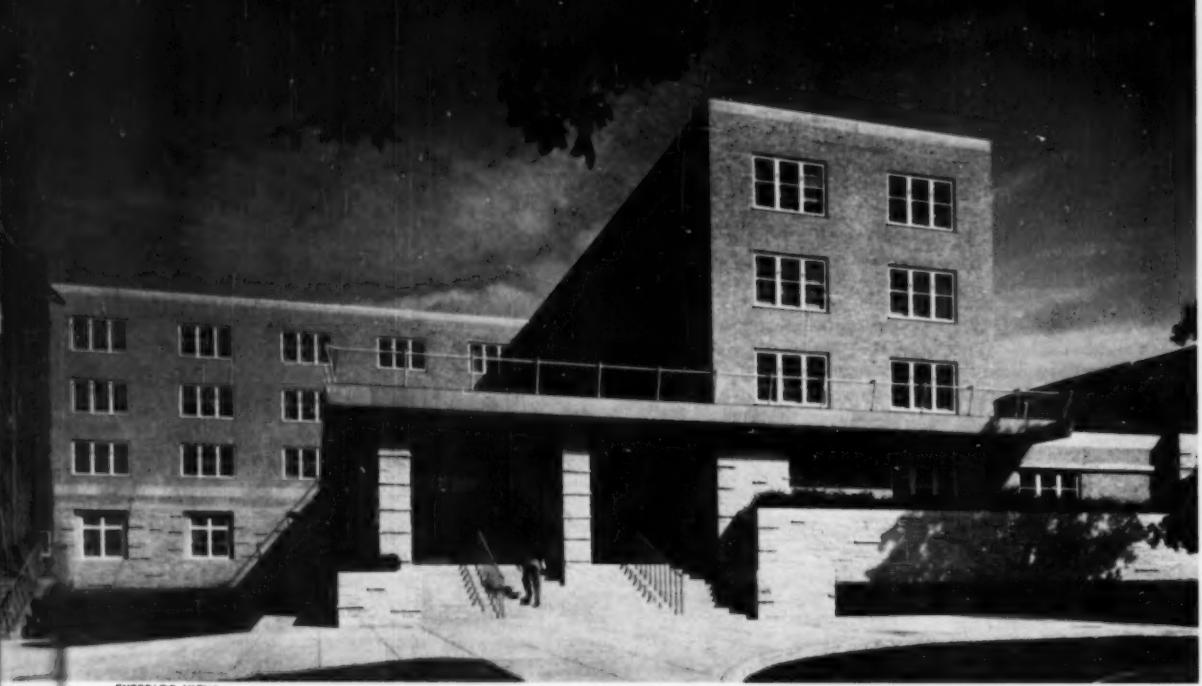
A conference by campus planners

resulted in the decision to remove the sidewalks entirely and to make the street itself a passageway of the promenade type. Here students can not only walk but hold football rallies and street dances.

As the narrow sidewalks on both sides were torn out, top soil and grass seedings were used to fill in the bare strips. Now the lawns in front of each house extend in one sweep from the front porch to the curb. Thus the greenery is increased—an important consideration in an urban university setting.

Park benches are to be put along the curb, allowing students to enjoy the fresh air while they sit and talk, study or just relax.—CHARLES A. LEWIS, press relations, Wayne University, Detroit.





EXTERIOR VIEW

*This Northwestern residence hall was* **BUILT FOR**

SPECIAL DINING ROOM



The photographs at the right show three views of a dormitory room. Except for the two study chairs everything is fastened to the wall or the floor. Almost all flat surfaces in the hall are made of plastic, stainless metal or marble.

SARGENT HALL IS THE RESULT OF A need. In fact, it now fulfills two needs. The Evanston campus of Northwestern University needed a large feeding unit for men to take the place of Lunt Cafeteria, which was a wartime expedient, and Goodrich Grill, which had become overcrowded.

So Sargent grew into a full-fledged residence hall with both feeding and housing facilities with a dining area seating about 400 normally and the double rooms accommodating 174 men. The lounge and recreation room are for the exclusive use of men residing in the building. Television,



## MAINTENANCE

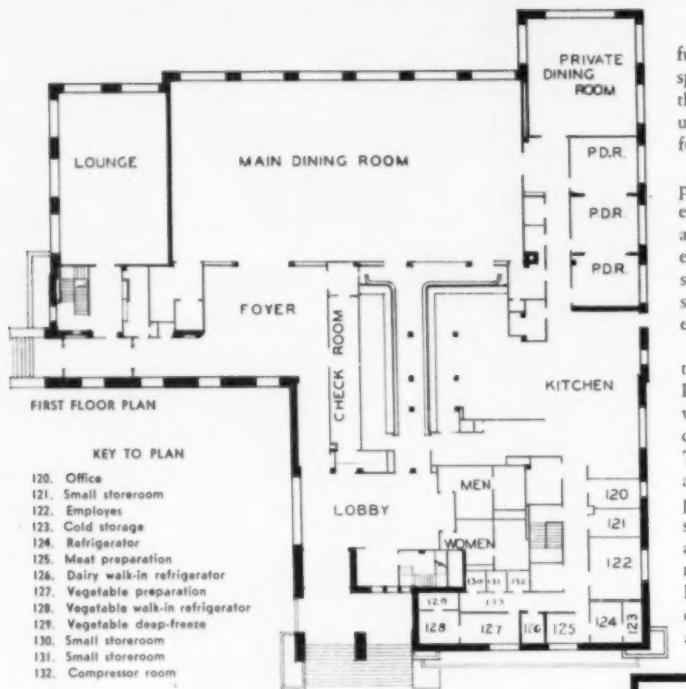
WILLARD J. BUNTAIN

Director of Dormitories  
Northwestern University

ping pong, and card tables are provided in the recreation room located in the basement far from any study area. Automatic washers, a dryer, and extractor also are provided for men in the building.

Into the planning of this building went months of time and effort, the results of which may not be known for 10 years or more. To be doubly sure that all details were explored, a specifications committee composed of four department heads was formed. Heads of construction, purchasing, buildings and grounds, and dormitories and commons made up the working committee.

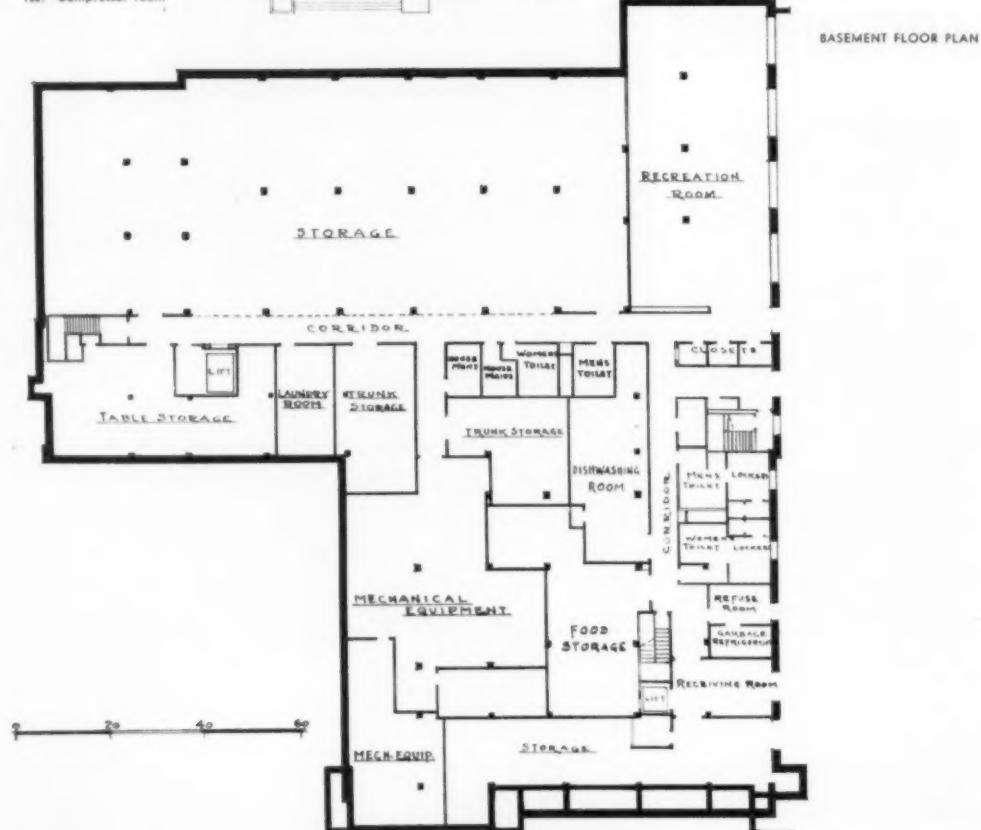
A sample room was set up and equipped with beds and desk arrangement to see how well the students liked it and how much abuse it would stand. The results of the experimentation were conclusive. Built-in furniture was desirable in the interest of maintenance. No more moving of



furniture to damage walls—no black spots behind dressers and desks—and the desk working area was far more usable than it was with standard sized furniture not built in.

Any surface on which students could place an object must be impervious to extraordinary (ab)use. In fact, there are only two tables or surfaces in the entire building that are not of plastic, stainless metal or marble. We did sacrifice these two in the interest of extra decorativeness!

A glance at the accompanying pictures will show the room arrangement. In a room 12 by 15 feet running the wide way, everything but the two study chairs is fastened to the wall or floor. The desk, bolster top, and chest tops are made of laminated decorative plastic. From asphalt tile flooring to sponge rubber mattresses, maintenance and comfort have been stressed. Each man has a medicine chest, fluorescent lamp with shaver outlet, as well as one locked drawer in the chest. Storage space over the one entire wall is



more than adequate for such things as small hand bags and athletic equipment.

Lighting is accomplished by the use of a large 100-200-300 watt lamp that produces 50 foot-candles at the working surface. Overhead fixtures were eliminated in study rooms. At the head of each bed is a duplex outlet for extra lamp and personal radio.

Much extra money was spent to eliminate maintenance costs. Even the wainscoting in the dining rooms is made of plastic material. The dining tables are laminated real wood with bronze banding so they may be pushed together for banquet serving. A special dining room can be used by any organization from the board of trustees to small student organizations.

A snack bar operates between regular meal hours, and the large dining room (91 by 47 feet) is available for dances on week ends. Table and chair storage is accomplished by the use of an elevator that connects with a basement storeroom. Flexibility of use has been stressed in the planning of Sargent Hall. Whether we have been justified in the extra cost for good maintenance remains to be seen.

Sargent Hall kitchen facilities were designed to be effective for either table service or cafeteria. Cross traffic was eliminated in the kitchen proper by utilizing the broiler space, pantry and one extra coffee station at the south end of the heavy production area. Thus the private dining rooms are served with a minimum of confusion, and large banquets in the main dining room are served from the cafeteria lines proper. The aisle space between the two cafeteria lines can be turned into one aisle by the use of specially designed telescoping guide rails.

The apparent cross-traffic area from the kitchen to the smaller cafeteria line was intentional and developed. The north counter serves contract meals—which means that it is stocked before the meal with the necessary foods to serve a predetermined and set number of meals. This arrangement works well as the contract student does not have to see the prime rib of beef which is not on his menu. At \$1.95 a day (three meals) we cannot afford to serve him prime rib!

Between meals the contract counter is equipped to serve snack bar items as an independent unit. Fountain items, as well as the traditional hamburger and other sandwiches, are made to order on that line.

Banquet service in the large dining room also is handled from the two cafeteria lines doubling as a set-up area for waiters.

By placing the large revolving oven in a strategic position, it is used both by the bake shop and for heavy line production. This location eliminated the need for more than three regular sized ovens on the range side.

The scullery is also placed near both production areas, while the dishroom is located in the basement and serviced by conveyor belt. This installation removes the mess usually obtained far from the food preparation as it bypasses the kitchen. The clean dishes come up at a convenient spot to be stored or to go directly back to the lines for use.

The elevator system is handy for receiving foodstuffs. The material received goes either into the basement storeroom or up to the preparation areas directly above.

Even the private dining rooms have their own type of equipment in the kitchen proper. A small steam table in the kitchen, along with the broiler, fry kettles, and coffee station, make up the waiter service unit to go directly into the private dining rooms so that regular production for the cafeteria line is not interrupted.

**Below:** One of the two cafeteria lines. **Right:** Typical of the excellent kitchen layout and equipment is this butcher's corner.

The large dining room also is flexible in another way. The elevator located in the northwest corner will take all tables and chairs to a store-room in the basement, the colored lights are turned on, draperies pulled and a dance floor is ready in 30 minutes. The private dining rooms serve as lounges for cokes and refreshments.

The over-all lighting of all food service areas has been carefully handled. In addition to adequate spacing of incandescent lights in the dining rooms, a system of indirect domes with colored high voltage tubes was installed. These are controlled by a variable tap transformer that permits blending of the colored lights with almost any color or hue except green.

The use of student labor is extensive with a minimum of full-time employees, resulting in a labor cost of 23.3 per cent in November 1950.





## Wisconsin has **BASIC PLAN** for seven residence halls

THE STATE OF WISCONSIN ALLOCATED \$4,367,000 to the board of regents of normal schools for construction purposes at the 10 Wisconsin state teachers colleges located at different cities throughout the state. Of this amount, \$2,275,000 is for residence halls. These residence halls are to be located one at each of seven state teachers colleges. The halls at Superior and Stevens Point are for men, and the other five located at La Crosse, Oshkosh, Platteville, River Falls, and Whitewater are for women.

Since the buildings were to be similar in function and facilities, and approximately the same number of students were to be accommodated in each, Gov. Oscar Rennebohm suggested that a basic plan, with only minor modifications, could be used. Furthermore, if the plans for all of the

### CARL W. SCHUBERT

Architect  
Boyum, Schubert & Sorensen  
La Crosse, Wis.

residence halls were commissioned to one architectural firm on a time and material contract, money could be saved at the offset on the architectural fee.

Roger C. Kirchhoff, the state architect, worked out a contract that was entirely acceptable; the contract provided that the architect receive the standard percentage of the cost of construction fee for the first residence hall designed, and that the fee for the remainder of the buildings be based on such things as time, material, travel, profit and overhead. The cost for architectural services on the second residence hall is less than one-half that

of the first, and this, of course, will be true for the other five.

The presidents of the seven teachers colleges, with the assistance of their building committees, each prepared outline requirements of their respective proposed residence hall and its location on the campus. The architect visited each of the schools and reviewed the site and requirements with each of the presidents and his assistants. An outline was then prepared using the general requirements as a basis and utilizing details gathered from the interviews for general planning. Specific details to satisfy individual requests were to be incorporated in different halls.

Then sketches were worked out for the La Crosse residence hall and were presented to the presidents of the various other colleges. Final sketches were

made and presented to a joint meeting of the board of regents and the presidents, who approved the drawings at the initial sitting without a dissenting vote.

The residence halls are 208 feet long and 36 feet wide, with an English basement and two stories. The buildings are designed structurally to carry a future third floor and to accommodate the additional circulation as well as mechanical, electrical, plumbing and heating requirements.

The basement is divided into areas consisting of storage rooms, laundry, lounge with kitchenette, recreation room with kitchenette, toilet facilities for convenience of visitors, and an arrangement that will allow a kitchen if dining facilities are ever needed.

The first floor consists of waiting room, office and mail room, all in the vicinity of the entrance. A matron's apartment with living room, bedroom and bath and a guest room with bath also are located near the main entrance. There are 18 double rooms and two sets of bathrooms on the first floor.

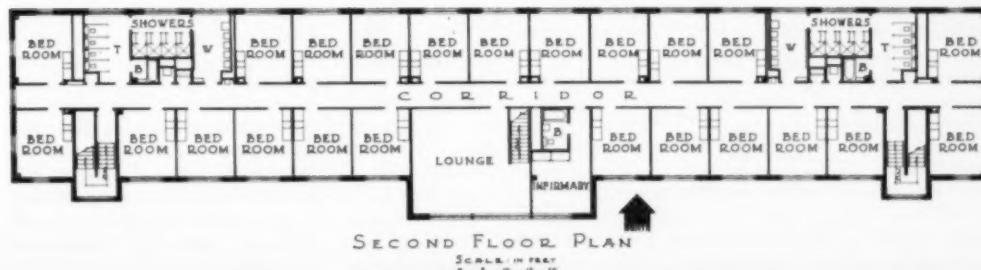
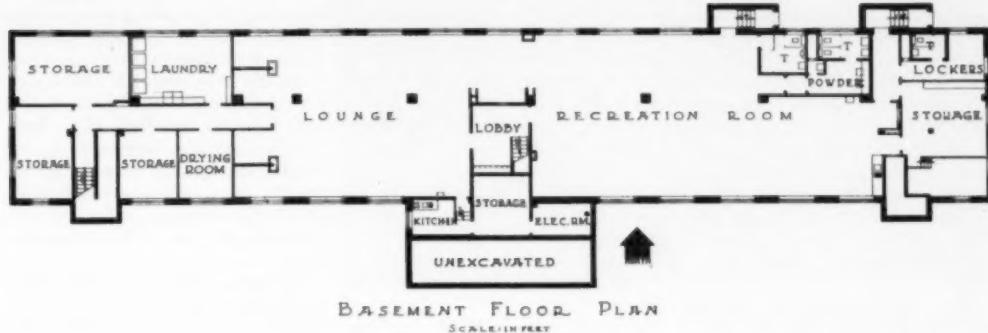
#### FOUR FURNITURE ARRANGEMENTS

The second floor provides bathrooms duplicated above those on the first floor; a lounge with a kitchenette for the students' convenience; an infirmary with bath that in some residence halls will be used for the proctor and in others as a library section. There are 23 double bedrooms on the second floor, or a capacity of 82 student beds in the building. The student bedrooms

are 12 feet 2 inches by 14 feet 2 inches with built-in wardrobe closets, including storage area above. The bedrooms allow at least four arrangements of furniture.

Date rooms, student laundry rooms, pressing rooms, tub rooms, hair dryers, towel dryers, public telephones, intercommunication system with all rooms, and many other conveniences are provided.

The construction is entirely masonry with a concrete frame. The concrete foundation is faced with stone above grade to the first floor height and is finished in the basement with ceramic structural tile. Walls above the basement are solid brick with tile back-up plastered. Partitions are plastered. The floor and roof construction are con-



crete joists with tile fillers, with acoustic tile ceiling and asphalt tile floors and base throughout except corridors and toilet rooms, which are rubber tile and ceramic tile respectively. The stairs are concrete with corrugated ceramic tile nosings, treads and risers, and ceramic tile stringers and wainscots. Ceramic tile floors are provided in entrances and stair halls.

The building has no parapet, which, in addition to saving money, lends a pleasant proportion to the structure. Millwork, consisting of doors and cabinets, is oak, light finish; the door jambs and trim are steel. Lighting in the recreation room and lounge is cove lighting, fluorescent; the remainder of the lighting is incandescent semi-indirect of the residential type. The windows are plate glass. In some residence halls the sash are aluminum, in others wood, depending on the alternate and the price bid. Entrances are all aluminum, including main entrance doors.

The heating consists of low pressure steam provided by a central heating plant; the exception is the Platteville residence hall where, owing to the excessive distance from central heating, the cost to run an underground heat supply and return line was found to be greater than a separate heating plant.

Bids as shown were received July 11, 1950, on the La Crosse and River Falls residence halls, on August 22, 1950, for the Superior residence hall, and on October 4, 1950, for the Platteville and Stevens Point projects.

#### COST DATA ON FIVE RESIDENCE HALL PROJECTS

##### LA CROSSE

General construction	\$253,100
Electrical work	20,801
Plumbing, heating and ventilating	55,270

TOTAL	\$329,171
Cost per square foot	\$14.85

##### SUPERIOR

General construction	\$266,284
Electrical work	17,490
Plumbing, heating and ventilating	85,000

TOTAL	\$368,774
Cost per square foot	\$16.65

##### RIVER FALLS

General construction	\$262,986
Electrical work	19,987
Plumbing, heating and ventilating	61,693

TOTAL	\$344,666
Cost per square foot	\$15.58

##### STEVENS POINT

General construction	\$285,768
Electrical work	16,995
Plumbing, heating and ventilating	66,460

TOTAL	\$369,223
Cost per square foot	\$16.62

##### PLATTEVILLE

General construction	\$296,000
Electrical work	18,500
Plumbing work	38,646

Heating and ventilating	41,264
TOTAL	\$394,410

Cost per square foot	\$17.76
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## Augustana has interesting

# ADDITION TO DORMITORY

### facilities for men students

WILLIAM JONES SMITH

Childs and Smith, Architects, Chicago

ON THE HEIGHTS OF AUGUSTANA College, Rock Island, Ill., with outlooks to all points of the campus, stands the new undergraduate residence hall, an addition to the original section of Andreen Dormitory.

It is a satisfactory addition to present facilities. The warmth of red brick, limestone bands and slate roofs of the older section are continued, repeating the traditional Augustana Gothic.

Hospitable, surrounded by lofty trees, approached by irregular groups of steps, and built on the rising slopes, this residence hall is pleasantly picturesque as seen from the campus below.

The cost was \$375,000; this was \$1.43 per cubic foot, or \$3230 per student.

Its capacity of 116 men students includes 51 double and 14 single

rooms. Ten of the single rooms are on the fourth floor and the three corner rooms on the floors below are provided with adjoining study rooms. All bedrooms have double windows and built-in closets.

On the first floor, in addition to the 12 double rooms, are the entrance lobby, lounge, proctor's suite, lavatories, a pressing room, and an infirmary unit. The last named is isolated on the south and is provided with bath, utility and nurse's room and bath. The infirmary unit accommodates five beds.

On the second and third floors, there are 18 double rooms, lavatories, a pressing room, and a library or study room.

The fourth floor contains three double rooms, 10 single rooms, a clubroom and a trunk room sufficient for all the men in this section.

Storage spaces are provided for in the attic and basement. The basement has a game and recreation room and a laundry for the personal use of the students.

A buzzer in each room is wired to the matron's room in the original section. There are telephone booths on each floor.

Some of the footings of this concrete fireproof structure reach to the lower street levels. Its floor finishes require the minimum of maintenance: quarry tile in public rooms, terrazzo in lavatories, and asphalt tile in dormitory spaces.

Heating is by vacuum steam from the central heating plant with iron convectors in window recesses. The washrooms are mechanically ventilated. The entrance halls and public quarters are lighted by period design lighting fixtures. High building costs compelled great efficiency in design and construction.



THE DORMITORY ROOM IS QUIET AS hard studying students busily cram in those few extra minutes of preparation before turning in for the night. The cry of "Eats!" comes ringing up from the quadrangle, and the building suddenly comes to life! Men in all degrees of dress go scurrying through the halls to answer the call. This scene is typical of residence hall life at Duke University since the Men's Student Government Catering Service was instituted last fall.

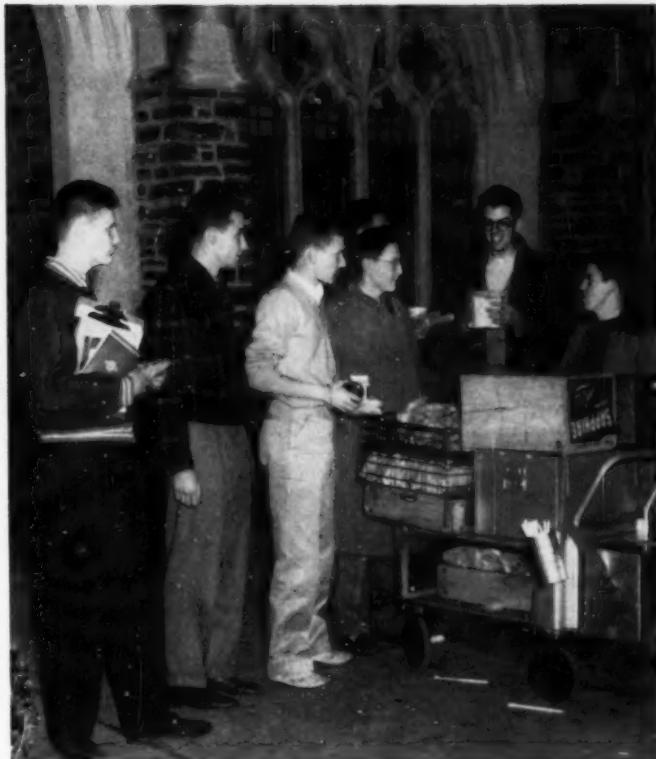
This service was the answer to a need long felt at Duke University and came about as the result of requests from the student body, the student health service, the director of student welfare, and the director of maintenance operations.

For many years there had been unrestricted bootlegging of food in the residence halls at night by students and outsiders, in spite of the notice in the university catalog which read: "The use of dormitory rooms as a sales office or storeroom, or the solicitation for sales or gifts within the buildings or on the grounds is prohibited except by appointees of the university."

Because the students had no sanitary facilities for the preparation and storage of the sandwiches, the food was prepared in the rooms, and leftovers were sometimes held for long periods of time and then sold. So many cases of food poisoning resulted that the division of student health became alarmed and reported the matter to the dean of men with strong recommendations for a clean-up.

Students complained of being constantly interrupted during study hours by knocks on the door, and sometimes it was necessary to buy in order to get rid of the pests who peddled this bootleg food. The department of maintenance operations was concerned because outsiders were going through the residence halls, and many incidents of stolen property were reported to the campus police.

The men's student government appointed a committee to investigate the possibility of remedying the situation. The committee's attitude was reasonable, and its approach positive. It recommended that some agency appointed by the university be permitted



## EATS — *a catering service*

**for residence hall men at Duke**

### THEODORE W. NINAH

Director, Dining Halls  
Duke University, Durham, N.C.

to sell food in the dormitories, with the university taking some responsibility for supervision.

The dean of student welfare appointed a committee from the administration. The director of dining halls, who was a member of that committee, and the student government were asked to draw up a plan of operating such an agency.

It was agreed to have the dining halls furnish the equipment, super-

vision, food and the accounting system; the men's student government would take the responsibility for discipline and promotion and would act as the liaison with the student body.

The residence hall sections were divided into five areas and an "Eats" route assigned to each. The salesmen are screened and selected by the director of student employment, whose requirements for selection include service in the university dining halls, with a

merit rating of excellent, and proved financial need.

The men selected are first put on the substitute list and, when assigned to a permanent route, start with the one paying the smallest commissions. The routes are numbered according to their potential income and, as vacancies occur, the salesmen gradually work their way up to No. 1 position.

#### PROCEDURE

Each route uses a rubber tired low platform truck that is equipped with an insulated container for milk, packed in cardboard cartons; an ice cream box, packed with dry ice; steel baskets for wrapped sandwiches, which include a sliced roast meat, a ground meat, and a cheese or egg spread (believe it or not, the best selling sandwich is cheese with a huge slice of onion, on rye bread). There is space on the truck for a box of fresh fruit and a box of wrapped pastry, such as doughnuts, brownies and cookies. Provisions are made for having hot coffee dispensed from a 3 gallon vacuum urn and hot dogs from electrically heated storage boxes (from surplus property).

The trucks are packed under the direction of the supervisor, and all items are counted and tabulated on a sales sheet. The salesmen sign for their loads and leave the building about 10:30 p.m. Provisions are made to replenish supplies as needed. "Eats" are sold every night except Saturday.

The salesmen are out about one hour; they do not go inside the residence halls but transact their business in each quadrangle open area or in the stairwells. They return to the dining halls to be checked in, and at that time commissions are computed and all cash boxes are secured until the morning, when they are checked by the food control supervisor. The salesmen are paid each morning for the previous night's work.

Commissions are based upon each item and average about 20 per cent of the sales. The men's student government is paid 1 per cent of all gross sales for its service. The dining halls absorb all losses and returns of unsold items.

#### RESULTS

Sales have passed the \$25,000 mark for the semester. Commissions have totaled around \$5000, which has meant about \$500 for each salesman. A compilation of articles sold shows the following approximate amounts:

Sandwiches	60,000
Cartons of milk (1/2 pints)	60,000
Ice cream bars	25,000
Fruit	27,000
Pastry	12,000
Coffee	600

The success of this enterprise has been confirmed by hundreds of complimentary statements from the students. The student newspaper has given it some excellent write-ups, and the director of student health reports that

there has not been a single instance of food poisoning since it began.

The director of maintenance operations has noted the improvement in the incidences of stolen articles in the residence halls in addition to the decrease in infestation. The dean of student welfare is happy because it is no longer necessary for the students to go downtown for their midnight snacks—all they need do is wait for the cry of "Eats" to be heard.

## "NO RICE, NO RODENTS"

FOUR STUDENTS LIVING IN A RESIDENCE hall at Lehigh University had a problem, which they recently took up with the dean's office. Their letter called attention to a "serious health hazard" existing in Richards House, a large dormitory. This hazard, so threatening to the health of the students, proved to be the presence of mice in the rooms.

Dr. Carl O. Keck of the university health service sent a copy of the reply to the four students, written by the associate dean of students, to the Tonics and Sedatives column of the *Journal of the American Medical Association*, where the letter was recently published. The associate dean's letter is republished here with permission of the medical journal.

Lehigh University  
Bethlehem, Pa.  
30 January 1951

Gentlemen:

I have your letter of 25 January 1951 reporting "a serious health hazard which currently exists in Richards," stating that mice have already been found in three rooms: 203, 216, and 116, and expressing the "hope that (the Office of Dean of Students) will do something to remedy the situation."

Your evaluation of the situation as presenting a "serious health hazard" calls for immediate referral of the matter to Dr. Carl O. Keck, and I am forwarding a carbon copy of this letter for consideration of the Health Service Staff. An estimate of the probable number of mice now in Richards House, or in your Sections, might be of value to Dr. Keck: he may wish to request a specimen mouse or (if the estimated population is large) a sta-

tistical sample for laboratory tests.

Buildings and Grounds Superintendent Andrew W. Litzenberger will also receive a carbon copy for his information. I assume that any action his staff may undertake (trapline? cyanic acid gas?) will wait Dr. Keck's evaluation of the nature and extent of the present danger and his recommendations based thereon.

I fear that you have overestimated the ability of this Office, at this stage, to "do something" about this aggression from Mouseland. We have done everything we could do, in a democratic way, to prevent what is happening, without being dictatorial beyond the point of forbidding cooking operations in the residence halls. The most recent general inspection, during the Christmas recess, showed, however, that food is present in many rooms, including many rooms in Richards, and in your Sections. These invading mice do not bring their provisions with them. They do not have a service of supply. They "live off the country." And, like other aggressors, they tend to go where the puffed rice (etc.) is most plentiful. No rice (etc.) no rodents. It's as simple as that. . .

Beyond referring this information to Messrs. Keck and Litzenberger, I can only (I) admit that our preventive efforts, in your neighborhood at least, have failed, (II) express the hope that your Sections will, some day, act to establish public policy which will exclude improper food handling and storage in your neighborhood, and (III) meanwhile, wish you well in the defense of your segment of man's battle against Nature.

Confidently yours,  
J. D. Leith, Associate Dean

# CONFERENCES ON THE CAMPUS

*make for better public relations*



**W. NORRIS WENTWORTH**

Chief, Bureau of Educational Conferences  
Indiana University

## CONFERENCES AND CONVENTIONS ON THE CAMPUS ARE IMPORTANT!

Persons who attend meetings on a campus are really the guests of the college or university and the way they are treated makes the reputation of the institution. What must be done is to make sure that if the guest comes as a stranger he leaves as a friend, or if he comes as a friend he leaves as a better friend. It is not possible to be sure, but it is possible to make careful and complete plans and to make sure that the plans are carried out.

### CONSIDER THE BIRDWATCHERS

For example, the members of the staff of the ornithology department decide they will like to be hosts to a convention of the state Birdwatchers Society. They plan a program to consist of six sessions spread over two days with 32 papers to be presented. They will hold the meetings on a Friday and Saturday because the auditorium in the science building is not used those days. It will be held in the spring because there will be many migratory birds to be observed, and a walk will be taken from 4 o'clock to breakfast each morning. The day arrives and in come the 110 visitors. On the same week end the head of the athletic department has set the Spring Carnival, the junior dean has arranged a High School Day, and the senior class has planned to hold its big dance of the year. Birdwatchers are primarily interested in watching birds, but they have to eat and sleep and so do the alumni who come in to look over the athletic prospects, and so do the high school students as well as the best

girl friends or boy friends of the seniors.

The general confusion caused by the crowds in street traffic, in the dining rooms, cafeterias and soda shops, in room accommodations in the union, the hotels and the residence halls, on the campus (because the high school students were out early to see all they could except the birds), and the fact that someone forgot to tell the janitor that meetings had been scheduled in the auditorium so he had locked it and left the dirt to be cleaned up on Monday morning—all of these together with a program too long for the two days—made the meeting of the Birdwatchers Society a complete failure, and not one of the members left the campus with cordial feelings toward the college or anyone who had anything to do with the meeting. Poor planning and lack of coordination hurt the Birdwatchers and did little to improve the public relations that were attempted in the athletic carnival and the High School Day.

The example may seem ridiculous, but more colleges than are willing to admit it have gone through similar situations. Careful planning is the only way to avoid them.

There is a great deal of interest in coordination of activities in colleges, in grouping courses into fields of interests; certainly no field of interest can take more careful coordination than conference planning. Some of the items that must be considered by conference planners are listed in the following paragraphs.

**Date.** Look over the calendar. Get the best available date. Avoid con-

flicts with other events or pick a date when something of special interest has been scheduled that will add to the program of the conference. Perhaps it is a lecture, a concert, a play, or an athletic event the conferees would enjoy. Consider the usual weather conditions of the dates chosen. Make sure there will be enough meeting rooms available at the times they are needed.

**Program.** The chairman of the conference should choose his own program but there are other points that must be considered. It usually is possible to exhaust an audience physically before it is mentally weary. No session should last more than two hours unless a real recess is scheduled. Off-the-floor or out-of-meeting sessions can be as valuable and usually are more interesting than the formal sessions, and time must be allowed for them. The guests may be happy to come but they also are anxious to get away, so a conference that closes at noon usually is more successful in holding attendance to the end than one that adjourns late in the afternoon.

**Housing.** Because so many persons who attend conferences come in their own cars it is almost as necessary to have good parking space near the building where they will be housed as it is to have good beds. People do not like to walk and do not expect to have to; therefore, it is essential to have the meeting, eating and sleeping places within easy walking distances.

If the college has residence halls or hotel rooms in the student union, the housing of a conference is simpler than when it is necessary to find space in rooming houses or private homes, but the latter is not impossible. Most colleges maintain a listing of available rooms. Usually housing space for non-students in a college community is

available only when students are not in residence so it is especially important to plan dates carefully for the best use of the accommodations.

**Meeting Rooms.** Items that are so essential to satisfactory meetings but that are seldom noticed except in their absence must be carefully checked. Comfortable chairs in a proper arrangement, good ventilation, right room temperature, adequate light, clean blackboard with crayons and eraser, projection equipment that will not fail, a public address system that makes easy listening, numerous ash trays if smoking is to be permitted, rest rooms conveniently near—these are some of the essentials in arranging rooms for meetings. Special seating for panels, round tables, reading of papers or delivery of addresses must be checked.

A reading desk of the right height and with a good light may help the speaker more than a good audience. A clean glass and fresh cold water in a pitcher may save him embarrassment. Meeting rooms that are in the same building where the conferees eat and sleep or in near-by buildings will help keep everybody happy.

**Meal Arrangements.** Most colleges operate dining rooms for students and staff that can be made available to conference guests. If they must be used by both the members of the college community and guests, it is advisable to arrange to close the sessions of the conference at such times as will permit the conferees to use the dining rooms after the student rush is over. Special meals, with or without programs, may help in the friendliness of the conference. The program should be checked to avoid a session lasting more than two or two and a half hours. Other special meals that will give variety and add interest to the program are teas, morning coffee, a picnic, a buffet meal, or a barbecue. It may be advisable to list near-by eating places with the hours of serving and the distance from the meeting rooms.

If there is to be a banquet with speeches, the chairman should be reminded to check the speakers' table, place cards, table decorations, reading desk, public address system, method of serving and clearing the tables, special arrangements for the program, and method of collecting the tickets.

One point that can improve the atmosphere at a large banquet is to usher in the guests who are to be at the speakers table after all the others have taken their places. It gives recogni-

tion to those who will be honored in a polite gesture that will be appreciated.

**Publicity.** Some chairmen are very modest about their meetings, but there is potential news value in every conference that comes to a college campus. The news bureau of a college can send out preliminary stories. If the names of persons attending or those taking part in the program can be obtained in advance stories can be sent to hometown papers.

Advance summaries of papers and addresses to be presented might make good news stories for release during the meetings. Radio stations can help either in direct broadcast or from recordings. It is unusual for a conference to be held that does not have at least one good news story in it.

**Registration and Identification.** If a stranger is greeted cordially when he walks up to a table to register for a conference, he feels his welcome to the campus is real. If there is someone from the conference committee who also will greet him and introduce him to others, he begins to lose his feeling of strangeness. This is one value of having a registration desk. In addition, each conferee may be given all necessary information, perhaps his room assignment, and he may pay registration fees and buy any special tickets.

When he registers, the conferee should be given a distinctive badge with the name of the college printed on it. A badge is important not only for those who are attending the conference but also to the members of the college community because it identifies the guests on the campus and indicates that the wearers deserve special hospitality.

**Recreation.** There is time during most conferences when the majority of the conferees need entertainment. Most of them are strangers to the campus and consequently would enjoy a tour of the college. The guests also might want to know where to bowl, play golf, tennis, billiards or cards, or to go swimming. If the college has a union building or a recreation center, these facilities might be made available to the conferees by a guest privilege card. A reception early in the program with college and conference officials in the receiving line helps make everyone feel he is welcome on campus.

**Traffic and Parking.** People coming to a conference should be informed

of local conditions so that they may know what to expect on arrival. If parking permits are required on the campus, special parking privilege permits issued to the conferees either before or upon arrival are greatly appreciated. These permits may save the guests some embarrassment, and they also indicate to the community that there are guests on the campus who deserve special consideration.

**Souvenirs.** A booklet about the college, some item made in a crafts laboratory or one that represents the industry of the area, or a graphic map of the campus as a souvenir of the meeting usually is appreciated by even a veteran conferee and will serve as a pleasant reminder of the visit to the college.

**Followup.** After the last conferee has left and the chairman has had a good night's sleep, it is helpful to have a postmortem in order to go over the whole program and pick out what was good or bad and to find out what improvements might be made in planning conferences in the future.

Check the comments that were made as the guests left and get suggestions the members of the committee might have which should go into plans for later conferences. The good ideas seem to be quickly forgotten when the pressure of the meeting is gone.

#### CONCENTRATE DETAIL WORK

The best public relations for a conference, convention, institute or workshop is attained when all the departments of a college that are involved work together. Each department must know the responsibility of every other department as well as its own. The chairman of the conference must have assurance that each detail will be worked out as arranged and at the proper time. It is helpful when one office in the college has the responsibility of setting up the details for any conference that may come to the campus. This will come nearer ensuring success than will any other method.

A college may bring thousands of people to dozens of meetings each year, but if those people leave with an unfavorable opinion because of the conduct of the meeting the energy spent might have been saved for use in another area of activity. On the other hand, attention to the many details and careful planning will make many friends and will improve immeasurably the relations of the college with the public.

## **Requisites for a**

# **SUCCESSFUL ACCOUNTING SYSTEM**

THE PRIMARY FUNCTION OF AN ACCOUNTING system is to furnish financial information to the management and other interested parties. In the university, adequate financial information is essential to the efficient execution of institutional purposes.

The information to be provided by the accounting system is conditioned on various factors. The size of the college, the amount of its budget, the type of its organization, whether publicly supported or privately endowed, whether a teachers college or a liberal arts school, and the number and types of auxiliary enterprises that it operates are important factors. Moreover, a good accounting system furnishes only the information that is needed and used.

### **CONDITIONING FACTORS**

If, for example, in preparing budgets and in operating the institution generally the management makes use of unit cost and other detail financial information, the accounting system should be designed to collect such data. In short, the predisposition of the administration toward accounting and business methods is a conditioning factor. The desirability of having the accounting system of a college provide information comparable to that provided for similar institutions is an additional factor.

In public institutions, state laws as well as the requirements of the state government frequently are determinants of the kind of information required. A study published several years ago indicates that some state officer or agency has authority to prescribe the form of the accounting system of state colleges in all states except Texas and Utah. Too frequently the statutes prescribe a uniform system of accounts for all state agencies including those devoted to higher education.

From a paper presented at the second annual institute of the Southern Association of College and University Business Officers, Atlanta, Ga., October 1950.

### **CLARENCE SCHEPS**

Controller  
Tulane University, New Orleans

After considering all these diverse factors, both internal and external, and after ascertaining the nature of information required, it is necessary to determine what accounts will provide this information and to arrange these accounts into an orderly system.

The first requirement for university and college accounting is the separation of the varied incomes of the institution into funds. Each fund has its own resources and obligations and is in every sense a separate accounting entity. One important function of the accounting system is to ensure compliance with limitations and restrictions placed on the resources of the institution. This is best accomplished by dividing the general ledger into separate funds, each being a separate fiscal entity composed of a group of self-balancing accounts.

### **FIVE GROUPS OF FUNDS**

The National Committee on Standard Reports set up a fund structure that has been accepted by the majority of colleges and universities. Five groups of funds are recognized:

1. Current Funds, which are those available for ordinary operation and maintenance and are controlled through the institutional budget.

In a college receiving its support from state appropriations rather than

from endowment income, these funds embrace much of the financing of the institution. Current funds are subdivided into general current funds and restricted current funds. General current funds are those that can be expended without restrictions except for the usual budgetary limitations. Restricted current funds are those that, although expendable for current purposes, are subject to provisions restricting the use of these funds. Common types of restricted current funds are gifts and grants from federal or state governments, and donations from private foundations for designated instructional purposes or specific research projects. Revolving funds, sometimes employed as a third division of the current funds group, usually include those derived from self-supporting or auxiliary enterprises, such as college bookstores and dining halls.

2. Loan Funds, which include all funds the principal of which may be loaned.

3. Endowment and Other Nonexpendable Funds, which include endowment funds and annuity funds. Endowment funds are funds the principal of which must be maintained inviolate and only the income may be used for specified purposes. Annuity funds are those funds obtained under annuity agreements, that is, received subject to the condition that the institution pay to a designated individual certain sums of money.

4. Plant Funds, which are divided into two balanced groups—unexpended plant funds and funds invested in plant. Unexpended plant funds are those designated for the construction of or addition to physical plant. Invested-in-plant funds include funds already invested in fixed property. Many colleges are now segregating sinking funds from unexpended plant funds, making a third balanced section in the plant fund group.

5. Agency Funds, which are those funds placed in the custody of the



college for safekeeping but not controlled or owned by the college. Examples of agency funds are student deposits, deposits of fraternities and other organizations, and breakage deposits.

Relative to fund accounts in the general ledger, several points should be emphasized. Each fund group exists in complete independence of the other fund groups. Each of these fund sections is balanced in itself. To illustrate this fund relationship, consider the entries required to record a loan from one fund group to another fund group, say from general current funds to endowment funds.

In the lending fund group (general current funds) the entry is a debit to Due From Endowment Funds, and a credit to Cash. In the borrowing fund group (endowment funds) the entry is a debit to Cash and a credit to Due to General Current Funds. Also consider the entry required to record the purchase of equipment out of current funds. In general current funds the entry is a debit to Appropriation Expenditures and a credit to Cash. In plant funds (invested in plant section) the entry is a debit to Equipment and a credit to Net Investment in Plant.

#### UNIFORMITY WITH OTHER COLLEGES

Another essential requisite of the system of accounting is that the information derived from the system can be reliably compared with the information gathered from the records of other colleges. Sufficient accounting uniformity can be obtained through the use of uniform account titles and classifications. The number, type and size of the formal registers and journals employed in the system are not important. Proper classification, following accepted principles, will result in desired uniformity. This applies to both expenditures and income.

Expenditures should be grouped by functions in accordance with the following outline:

1. Educational and general
  - General administration and general expense
  - Instruction
  - Organized activities relating to instruction
  - Organized research
  - Extension
  - Libraries
  - Operation and maintenance of physical plant
2. Auxiliary enterprises

#### 3. Other noneducational expenditures

The grouping by function is simply a logical arrangement of the accounts for purposes of financial statements and to obtain uniformity among institutions. Obviously, more detailed information is required. Actually accounts would not be set up and titled with the aforementioned classes of expenditures, but such accounts would be used as would provide the desired amount of detail information regarding the expenditures of the institution.

#### BY ORGANIZATION AND OBJECT

Expenditures also are classified by organization unit and by object. Classification of expenditures by organization unit is the primary classification for recording detailed expenditures. In other words, ledger sheets are set up by organization units and the expenditures recorded thereon. An organization unit is a department or an office that comprises a distinct administrative entity, such as the president's office, the business office, and the various departments of instruction. Ordinarily the budget, like the accounts, is set up by organization units, funds being appropriated to these various units.

The object classification is a method of classifying expenditures according to the thing received in return for the expenditure, such as personal services, supplies and expense, and equipment. Although the budget is established by organization units, frequently it is broken down further into objects and thus allocated to organization units.

For example, the budget for the president's office may be subdivided into personnel services, supplies and expense, and equipment. The funds so allocated must be expended in this manner. The object breakdown may be carried still further by subdividing supplies and expense, for example, into office supplies, household supplies, and the like. This classification process may be carried still further by breaking down office supplies and instructional supplies into more detailed categories. However, the advantages derived from the use of detailed object classifications must be balanced against the cost of obtaining the information. It is my conviction that no information should be collected that is not put into intelligent use in connection with the administration of the institution.

In regard to the classifications of income the National Committee on

Standard Reports recommends a breakdown by sources of income, in particular, a distinct separation between educational and general income on the one hand, and income from auxiliary enterprises on the other. Following is an outline of the classification of income suggested by the committee:

1. Educational and general
  - Student fees
  - Income from endowment investments
  - Governmental appropriations
  - Gifts and grants from private sources
  - Sales and services of educational departments
  - Other sources, such as interest on temporary investments and rentals on institutional property

2. Sales and services of organized activities relating to instructional departments

3. Auxiliary enterprises and activities

4. Other noneducational income
  - The extent to which each of the four categories of income is detailed in the accounting records depends upon the condition and the desires of the institution in question. Some itemizing of the main divisions of educational and general is usually desirable. Obviously, the income from each auxiliary enterprise should be recorded separately. The accounting system can be made to provide the amount of detailed information desired by increasing and decreasing the number of accounts in the income chart.

#### INTERNAL CONTROL AND AUDIT

Internal control and internal audit are other important requisites of the college and university accounting system. The accounting system should provide for an internal check on financial transactions to the extent practicable considering the size of the institution. Internal control is defined as the system of procedures, accounting records, methods and details through which the work of each employee or a group of employees continuously is checked and verified by the work of some other employee or group of employees without duplication of effort and in the normal flow of operations. It implies that no one employee is to have complete or independent control over all phases of a business transaction. On the contrary, the work is so arranged and the

responsibilities so assigned that the work and responsibility of one employee is complementary to that of another and provides an automatic verification of the activities of each.

Internal audit is part of a complete system of internal control. By internal audit is meant the deliberate and planned checking by one staff member of the work of other staff members. In large colleges and universities there generally is found an internal audit staff whose function is to maintain a continuous audit on the operations of the business office and all outlying departments conducting affairs of a business nature.

Internal audit is equally important and necessary in small colleges that cannot utilize a full-time audit department or even a full-time internal auditor. Some staff member from time to time assumes the rôle of internal auditor by conducting a planned check of the work of his associates or on the operations of outlying departments. The internal audit staff should be directly responsible to the chief business officer and as independent as possible of the institution's other business officials.

#### KEEP IT SIMPLE

Another requisite of the successful accounting system is that the system, and particularly its supporting ledgers, journals and papers, should be as simple as possible consistent with the necessity of maintaining complete records. Much of the criticism of college business officers made by faculty members is directed at the mass of red tape demanded by the accounting system. Unfortunately, many accounting systems are too involved and detailed, calling for too many approvals, signatures and copies. Accounting officers constantly should reexamine their procedures, eliminating every detail that is not essential to the proper performance of the system.

Another point that frequently serves to irritate faculty members is the constant change in forms and documents. Unless a change will result in substantial improvement, it probably is not worth while. The members of the accounting office, as well as all other individuals connected with the business office, should be fully aware that their function is to assist the institution in carrying on its purposes of education, research and public service. Business office employees should avoid the notion that business and accounting in the university is an end in itself. It is not. It is merely a means through which the work of the institution can be carried on more successfully.

#### GO EASY ON FACULTY MEMBERS

Accounting officers and their assistants are prone to criticize faculty members because of the somewhat careless attitude of the latter in handling business papers. Let it be remembered that the faculty member has been employed at the university for teaching and research. Normally, he is not a person trained in the handling of business documents. Of course, if the financial system is to work satisfactorily a certain degree of cooperation is expected and is necessary from the academic officers and faculty of the university. The accounting system should be so devised that all possible work of a business nature falls upon the business office of the university and the faculty member is called upon to perform only an irreducible amount of such work.

The purposes of the system cannot be accomplished unless there is a proper organization for accounting both from the point of view of the institution as a whole and from the internal organization of the accounting office itself. The business and financial functions of the college should be centralized in a single business officer responsible to the president of the university.

The most important functions that should be centralized in this office include assistance in the preparation and control of the budget, the establishment and operation of a proper system of accounting and reporting, the collection and custody of institutional funds, the supervision over the operation and maintenance of the physical plant, the purchasing of supplies and control of inventories, the financial supervision over auxiliary enterprises, the handling of funds and investments making up endowments, and the financial management of student organizations and loan funds.

All functions of accounting should be centralized in one department under the chief business officer. Frequently the head of this department of the business office is called the chief accountant and is responsible, along with the purchasing agent, the director of maintenance, the bursar, and the managers of the various auxiliary enterprises, directly to the chief business officer who may be called business manager or controller.

#### NEEDS CENTRALIZED CONTROL

In regard to accounting, all records and methods of record keeping throughout the university are prescribed and supervised by the accounting office. Though certain detailed records may be maintained in operating departments, such as auxiliary enterprises, the central accounting office retains control of and responsibility for these subsidiary records.

The internal organization of the accounting office has a direct bearing on the operation of the accounting system.

For an accounting system, however scientific, does not operate itself. Accounting personnel, however competent and well trained, cannot operate at peak efficiency without a studied internal organization that fixes responsibilities and eliminates duplications.

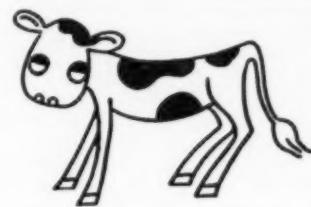
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## For Major and Inevitable Repairs

Occidental College has a financial device for spreading the cost of major repairs over the period in which the assets are used and the benefits from them are enjoyed. Controller Fred F. McLain will describe this reserve program in the forthcoming May issue.

# A study of FOOD COSTS

and the nutritive content of foods served



GRACE M. AUGUSTINE

Head of Department of Institution Management  
Iowa State College, Ames

MARJORIE M. MCKINLEY

Assistant Professor  
Iowa State College

THAMA DOMINY

Director of Food Service  
Kansas State College, Fort Hays

DISTRIBUTION OF EXPENDITURES FOR food is frequently used as a criterion for evaluating the nutritive content of food served. The proportion of the food dollar that should be spent for each food group has been studied and standards for different levels of income have been recommended. Common acceptance of this criterion is shown by the arrangement of many food cost reports for institution food service. These reports frequently are designed to classify a breakdown of total food cost according to the usually accepted food groups.

It is recognized, however, that at a given income level fluctuations in food prices may cause a difference in the proportionate amount that should be spent for any food group. During the past few years, there have been extreme fluctuations of food prices. The present problem was designed to study the relation between cost distribution and nutritive content of food at price levels prevailing during 1948.

A study<sup>1</sup> was made of the food served at one of the eight residence halls for women at Iowa State College during February, May and October 1948. The amount and cost of food provided each month was determined by adding the food inventory at the beginning of the month to the purchases made during the month and subtracting the ending inventory. The nutritive content of the food was determined on a per pound as purchased basis for each separate food item. Foods not usually bought by the pound were converted into their equivalent weight.

<sup>1</sup>The data reported are taken from a thesis submitted by Thama Dominy to the graduate college of Iowa State College in partial fulfillment of the requirements for the degree of master of science in institution management.

<sup>2</sup>Menus served and cost and amount of food provided for the three months studied are itemized in the appendix of the thesis.

The following classification of food groups was made:

Grain and grain products  
Breads and bread products  
Breakfast cereals  
Flours, cornmeal, cornstarch  
Other grain products  
Milk, cream, ice cream  
Milk  
Cream  
Ice cream  
Fruits and vegetables  
Fruits  
Citrus  
Canned  
Fresh or frozen  
Dried  
Others  
Canned  
Fresh or frozen  
Vegetables  
Green, leafy, or yellow  
Canned  
Fresh or frozen  
Potatoes  
Irish  
Sweet  
Others: canned, fresh or frozen

Fats

Butter  
Others

Sugars and other sweets

Meats and other protein foods

Cheese

Eggs

Fish

Canned

Fresh or frozen

Legumes

Meats

Nuts

Peanut butter

Poultry

Miscellaneous

The allowances of calories, protein, calcium, iron, vitamin A, thiamine, riboflavin, niacin and ascorbic acid were determined for each group served each month. These were based on the Recommended Daily Dietary Allowance of the Food and Nutrition Board, National Research Council.<sup>3</sup> In addition to the women students, men and women employes were served meals in the residence hall. To determine the allowances, the age, sex and activity of those served were considered. The variations in the number served each meal were likewise considered. The calculated allowances for each of the three months were compared to the amounts provided. Specific allowances for fat and carbohydrate were not given, although the amount of each of these nutrients provided by the food used was calculated.

The nutrients calculated were shown to have been provided in excess of allowances recommended for the people served as shown here.

## Relative Adequacy of Nutrients Provided

Nutrients	Excess of Allowance Recommended		
	Feb. %	May %	Oct. %
Calories.....	37.1	52.2	40.3
Protein.....	49.7	51.6	60.9
Calcium.....	59.0	33.7	48.7
Iron.....	53.2	39.9	67.8
Vitamin A.....	248.9	121.8	154.9
Thiamine.....	82.8	100.7	106.1
Riboflavin.....	157.3	51.6	75.0
Niacin.....	69.6	78.7	69.1
Ascorbic acid.....	196.6	168.7	170.2

The greatest excess was 248.9 per cent of the vitamin A allowance provided during February. It must be remembered, however, that the destructive effect of food preparation on

**Table 1—Percentage Distributions of Cost That Provided Nutritionally Adequate Meals**

Study	Date of Publication	Grain and Grain Products	Milk, Cream	Fruits and Vegetables	Fats, Sugars and Miscellaneous	Meat, Eggs, Cheese and Poultry
Augustine (a).....	1935	10.0	20.0	25.0	15.0	30.0
Bogert (b).....	1936	15.0	20.0	20.0	20.0	25.0
Kennedy (c).....	1945	6.6	19.2	32.6	8.3	33.1
Scoular and Foster (d).....	1946					
1st period.....		7.7	14.7	33.1	13.3	31.0
2d period.....		7.8	17.9	26.3	12.8	35.2
Present Study.....	1949					
February 1948.....		5.2	22.3	27.3	12.9	32.3
May 1948.....		4.9	18.8	27.9	12.8	35.6
October 1948.....		5.2	20.0	28.2	14.0	32.6

\*Included cheese.

(a) Augustine (1). Compiled from the findings of several studies of groups at moderate levels of income.  
 (b) Bogert (3). Based upon advice given by the U.S. Food Administration during World War I and upon consensus of opinion of persons whom she considered to be authorities in nutrition.  
 (c) Kennedy (7). Residence hall for women, Iowa State College.  
 (d) Scoular and Foster (10). Collected data during two periods of 14 consecutive days each for study of food cost and intake of 106 college women in a residence hall at North Texas State Teachers College, Denton.

food nutrients was not considered in arriving at the amounts of food nutrients provided. Likewise, plate waste was not taken into account. According to literature reviewed pertaining to loss of nutrients during food preparation, specific amounts have not been agreed upon and established. Berryman and Chatfield<sup>2</sup> suggested the following preparation and cooking losses.

"About 50 per cent of the thiamine of meats, fish and poultry (army methods of cooking); 25 per cent of the thiamine of cooked vegetables, with an additional 20 per cent lost if the cooking liquors are discarded; 50 per cent of the vitamin C of cooked vegetables (except tomatoes), and 25 per cent of the vitamin C of fresh vegetables or fruits cut up and consumed raw in salads or desserts."

Heller et al.<sup>6</sup> reported thiamine losses to average 37 per cent, niacin losses 27 per cent, riboflavin losses 36 per cent, and ascorbic acid losses 65 per cent.

Davis<sup>5</sup> and Boyd<sup>4</sup> have determined the amount of waste in investigations made in the residence halls for women at Iowa State College. Davis found the following plate and table waste: 6 per cent protein, 6½ per cent fat, 7½ per cent carbohydrate, and 7 per cent calories. Boyd reported a plate waste for vegetables that ranged from 22 to 31 per cent, and for desserts, from 9 to 17.

Even with consideration of these and other possible losses it appears that the amounts of the various nutrients were still in excess of the allowances recommended for the people served. An important factor in considering

vitamin A is that the foods supplying this vitamin are as a whole very colorful, bright greens and yellows, and foods that add much to the menu in attractiveness. To reduce the quantity of fruits and vegetables, and thus vitamin A, might mean sacrificing some of the desirable aspects of the menus.

On the average, approximately two and one-half glasses of milk were served as such per person daily plus the amount used in food preparation. The milk that was provided as a beverage alone supplied approximately one-fifth of the calories, one-third of the protein, seven-tenths of the calcium, and two-thirds of the riboflavin recommended daily for a sedentary woman.

#### COST DISTRIBUTIONS

Cost distributions reported by Augustine, Bogert, Scoular and Foster and by Kennedy were selected for comparison to the present study. These were chosen because they were the most recent studies of cost distribution which reported the provision of nutritionally adequate meals. Although Kennedy did not determine whether the food on which her cost distribution was based provided nutritionally adequate meals, a study made in the same residence hall at that time by Parsons<sup>9</sup> showed that it was. Table 1 summarizes these four studies and the three periods of the present study.

A comparison of the distributions indicated that the per cent spent for the grain and grain products group was less each of the three months studied than it was for any other distribution shown. The distributions of the other groups were similar.

The increases in the retail food price index<sup>11, 12</sup> from 1935, the date of the earliest study in Table 1, to 1948 was as follows:

All foods	109.8
Cereal and bakery products	69.1
Meats	146.6
Dairy products	107.3
Eggs	104.5
Fruits and vegetables	105.5
Fats and oils	85.2
Sugar	73.3

It will be noted that the index of food prices increased the least for cereal and bakery products. This would account in part for the lower per cent spent for grain and grain products in the present study.

#### RELATIVE COSTS

The costs of supplying the recommended daily allowances for a sedentary woman were determined based on the average cost of the foods in each food group, Table 2. Each of these costs was an average of the costs of all foods in one group; the cost of any one food within the groups as a source of supply might vary widely.

*Calories.* Sugar and other sweets and grain and grain products were the least expensive sources of calories; however, during the three months studied the former group never supplied more than 8 per cent, and the latter never more than 22 per cent of the calories.

*Protein.* Grain and grain products; milk, cream and ice cream, and meats and other protein foods were the cheapest sources of protein. Of the total amount of protein supplied, from 31 to 42 per cent was from meat and

**Table 2—Cost of Each Recommended Daily Dietary Allowance for a Sedentary Woman  
if Supplied by a Single Food Group**

Food Group	ALLOWANCES <sup>1</sup>								
	2000 Calories	60 gm. Protein	1.0 gm. Calcium	12 mg. Iron	5000 I.U. Vitamin A	1.0 mg. Thiamine	1.5 mg. Riboflavin	10 mg. Niacin	70 mg. Ascorbic Acid
Grain and grain products.....	\$ 0.16	\$ 0.18	\$ 0.88	\$ 0.15	\$19.88	\$ 0.11	\$ 0.25	\$ 0.10	\$130.74
Milk, cream, and ice cream.....	.50	.38	.19	3.93	.55	.62	.20	2.02	1.25
Fruits and vegetables.....	.92	1.03	1.05	.42	.13	.40	.85	.46	.09
Fats.....	.32	3.52	14.11	5.61	.52	1.52	7.30	3.18	—
Sugars and other sweets.....	.14	18.79	.98	.30	31.95	5.01	3.50	1.56	4.38
Meat and other protein foods.....	.97	.47	2.63	.51	2.25	.40	.66	.40	1.46
Miscellaneous.....	1.47	2.01	.77	1.27	.52	.58	1.10	.63	2.28

National Research Council, Food and Nutrition Board. Recommended dietary allowances, revised. National Research Council Reprint and Circ. Series 129. 1948.

<sup>1</sup>Not supplied by this group.

other protein foods; 18 to 25 per cent from milk, cream and ice cream, and from 14 to 22 per cent from grain and grain products.

**Calcium.** The milk, cream and ice cream group was the most economical source of calcium and furnished from 65 to 70 per cent of the total amount supplied. Fruits and vegetables, which furnished from 14 to 21 per cent, provided the next greatest amount.

**Iron.** From the economic standpoint, grain and grain products; sugar and other sweets, fruits and vegetables were all relatively good sources of iron. The two groups that actually supplied the greatest amount of iron were fruits and vegetables and meats and other protein foods; each contributed from 33 to 40 per cent of the iron.

**Vitamin A.** Fruits and vegetables were the least expensive source of vitamin A and contributed from 69 to 77 per cent of the supply.

**Thiamine.** The grain and grain products were the cheapest source of thiamine; however, from 28 to 40 per cent was supplied by meat and protein foods. Fruits and vegetables supplied from 16 to 30 per cent, and grain and grain products from 13 to 24 per cent.

**Riboflavin.** Milk, cream and ice cream, and grain and grain products were the most economical sources of riboflavin. The former group supplied 36 to 54 per cent of the amount provided during the periods studied.

**Niacin.** Grain and grain products were the most economical source of niacin. The largest proportion, 35 to 42 per cent, was supplied by the meats and other protein foods. This group was the second most economical source.

**Ascorbic acid.** Fruits and vegetables were outstandingly the most economical source of ascorbic acid; they were likewise the most important source of supply, for 93 or 94 per cent of the ascorbic acid was furnished by them.

#### SUMMARY AND CONCLUSIONS

The food used during February, May and October 1948 for those served in one of the residence halls for women at Iowa State College was shown to provide more than the recommended dietary allowances for this group. The percentage distribution of food costs for the three periods was compared to distributions established in previous studies for nutritionally adequate meals. As shown in Table 1, the proportion spent for grain and grain products was less. This difference may be due in part to the fact that the prices for these foods did not increase as much as the prices of other foods.

Grain and grain products were found to be the most inexpensive source of protein, iron, thiamine and niacin, and likewise one of the inexpensive sources of calories. For nutritionally adequate meals at very limited cost one would expect an increase in the proportion spent for grain and grain products. The milk, cream and ice cream group of foods was the most economical source of calcium and riboflavin and supplied approximately two-thirds of the calcium provided by all the foods used and from one-third to one-half of the riboflavin. Fruits and vegetables were the most economical source of vitamin A and ascorbic acid and the most important contributors of these nutrients in the three periods studied. On the basis of these findings, it is

recommended that the allowance for grain and grain products be reduced from amounts previously recommended to 5 per cent and the difference be distributed between meat and other protein foods and fruits and vegetables. Likewise, it is recommended that the allowance of 20 per cent for milk, cream and ice cream be retained.

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**GARLAND LEADERSHIP** is confirmed again! The American Society of Industrial Engineers—an outstanding national authority—has officially endorsed the complete line of Garland cooking equipment for 1951! Garland was the first—and is still the only line of ranges—ever to achieve this top recognition!

It proves once more what Garland users have known, for years! Garland is first in sales because Garland is first in dollar for dollar value! See your Garland Food Service Equipment Dealer!

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 Detroit 31, Michigan • Fine Ranges Since 1864

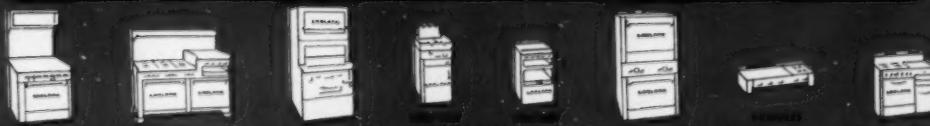
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# GARLAND



# NEWS

**Present Priorities Are Chiefly Stop-Gap Measures . . . Campus Strikes Surveyed . . . N.P.A. Controls Several Campus Items . . . Draft Status of R.O.T.C. Students Clarified . . . Maintenance and Repair Rating Given**

## **University Strike Survey Is Reported by Personnel Group**

BERKELEY, CALIF.—Boynton S. Kaiser, chief of personnel at the University of California, recently announced results of a survey conducted by the College and University Personnel Association relative to the matter of strikes on a college or university campus.

The report indicates that the majority of such strikes have occurred in state universities and that more strikes took place in 1950 than in any other year. This probably results from greater union organization effort than in the past. The strikes are entirely in the blue-collar employee groups.

Included in the survey were 41 institutions. Only nine reported strikes and the number of strikes amounted to 11. These were at the University of California, State College of Washington, University of Minnesota, University of Colorado, University of Oklahoma, University of Chicago, Cornell University, University of Notre Dame, and University of Virginia.

Seven of the strikes were on the basis of wages, with two strikes called for the purpose of obtaining union recognition. One strike was called to object to employment of union and nonunion men on construction crews and one because a collective bargaining agreement had been signed.

The types of employees involved were carpenters, painters, building service employees, janitors, custodians, housemaids, mail carriers, printers and operating engineers. The length of the strikes was from half a day to 15 days.

Unions supported the strike by members refusing to work in four cases, whereas no such action was taken in seven cases. Pickets were used in six strikes and five reported no such action. In no case were pickets

allowed on institution property, according to information revealed in the survey.

Picket lines were established in the case of two institutions, nonunion employes not reporting for work.

Settlement of the strikes varied from no concession to the union, with men being allowed to return to their jobs without discrimination, to return of workers with improved wages and working conditions. In four out of the 11 strikes, outside assistance was called to aid in settlement.

## **Would House National Art in an Emergency**

LYNCHBURG, VA.—President Jack of Randolph-Macon Woman's College declares that construction will begin shortly on a \$250,000 art gallery for the campus.

The building will be constructed in cooperation with the National Gallery of Art in Washington. Priceless treasures would be brought to the campus for safekeeping in the event of a national emergency. Randolph-Macon has an important art collection of its own.

The building will be completely fireproof and air-conditioned and has been designed in accordance with the most modern principles of museum construction. It will be located on an elevation overlooking every building on the campus.

## **Has Liberal Loan Fund**

HARTFORD, CONN.—Trinity College has "established one of the most liberal student loan funds ever administered by an American college," according to an announcement by President G. Keith Funston. A revolving loan fund has been set up with 80 per cent of a \$143,000 bequest from the late George J. Mead, honorary Trinity alumnus and co-founder of the Pratt and Whitney Aircraft Company.

## **Progress on Priorities Appears to Be Chiefly on Stop-Gap Measures**

WASHINGTON, D.C.—Meetings between committees of the Federal Security Agency and the National Production Authority give some indication of progress in the matter of priorities and materials allocation for educational institutions and hospitals, according to reports of informed Washington observers.

U.S. Office of Education officers have estimated that school and college construction needs for 1952 will be approximately \$1,900,000,000. Officials of the Defense Production Authority have indicated that they favor a materials allocations program for educational construction and equipment. At present, it is felt that most college construction now under way will not need critical priority consideration until about June.

The D.P.A. has indicated that allocations at the mill will be made for 50 per cent of the total estimated needed steel, aluminum and copper for educational construction. This set-aside amount probably will be used to give assistance on those projects that were stopped because materials were not available. The allocations and priorities will be administered through the National Production Authority.

The help that colleges and universities will get from N.P.A.'s DO-97, which provides for a defense order rating for "maintenance, repair, and operation," appears to be dwindling because this order is available to practically everybody for practically everything. It is a "single band priority" and has no preference over defense needs or those of the A.E.C., for example. One observer has remarked that in "another month or so the DO-97 will have about as much influence as a postage stamp." (Cont. on p. 52)

# Secrets of a Chef



## TO PERK UP MENUS . . . APPETITES, TOO!



● **Good salads begin** with good salad dressing! And Heinz 57 Salad Dressing makes your salads sing with real creamy-rich, home-tasting flavor.

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## NEWS . . .

To speed delivery of needed materials, colleges and universities should request N.P.A.'s Form GA-3, "Recommendation for Priority or Allocation Action." The form, dealing with "hardship cases," will be available at N.P.A. offices throughout the country.

In completing the GA-3 request for assistance in obtaining needed materials, institutions must give a complete report of efforts made to obtain material through regular channels. These data must include purchase or-

der numbers and dates, names of companies from which materials were ordered, and complete information in each instance on the manufacturer's or distributor's inability to make delivery. As a general rule, it is expected that assistance will not be forthcoming under the GA-3 procedure unless the institution furnishes evidence of previous efforts to buy from at least four industry sources.

Like DO-97, however, GA-3 has been described as a "stop-gap" measure.

Once industry estimates of construction and operation needs are completed, Washington observers believe that an adequate flow of materials for educational needs should be assured. It is expected that set-aside orders for the third and fourth quarters of the year will be based on construction estimates for these periods, with the percentage of total need to be "set aside" depending on actual educational building projects during March, April and May.

### Omaha Faculty Gets Cost-of-Living Increases

OMAHA, NEB.—The board of regents of the University of Omaha at a recent meeting voted to recognize the faculty and noninstructional staff for careful use of the budget last year.

The entire amount of the budget savings from 1949-50 was used to provide limited cost-of-living salary increases for all faculty and non-instructional employes who are now receiving less than \$5000 a year.

Half of each person's increase was paid on February 28 in a lump sum, while the remainder will be apportioned throughout the remaining six months of the university's fiscal year. President Bail pointed out that "this is one step in the attempt to bring fixed salaries for those in the lower income bracket more nearly in line with the rapid rise in living costs."

Instructional staff members who receive \$2500 or less will be given \$200 annual increment. Faculty members receiving from \$2600 to \$3500 will receive increases of \$300 a year. Those who now receive from \$3600 to \$4000 will be given a bonus of \$200 a year, and those earning from \$4100 to \$4900 will receive annual increases of \$100.

Noninstructional personnel will receive salary increases ranging from \$100 to \$200 a year.

This adjustment of salaries brings the average salary of instructors to \$3266; assistant professors to \$3840; associate professors to \$4175, and full professors to \$5081.

### Gift to Prep School

COLORA, MD.—West Nottingham Academy will receive approximately \$84,000 from the estate of the late Dr. Ernest Rowland of Liberty Grove, Md., says Bert Thomas, business manager.



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cellophane  
moistureproof  
packages...



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## NEWS . . .

### V.A. Indicates Action to Be Taken in Appeals for G.I. Bill Tuition

WASHINGTON, D.C.—Veterans Administration officials recently outlined the steps the V.A. will take in making payments to schools that have submitted appeals of G.I. bill tuition to the Veterans Education Appeals Board. The board was created in July 1950 by Public Law 610 to hear cases of private schools dissatisfied with tuition

rates fixed by V.A. for the training of veterans under the G.I. bill.

The first step, in the case of a school without a frozen tuition rate, takes place even before the rate is established. It consists of cost data, submitted by the school to V.A. The agency considers the data in arriving at a fair and reasonable rate for the school. Next, V.A. submits a proposed contract to the school for signature. In case the proposed rate is lower than the school's claimed customary charge,

V.A. will include a letter explaining its reasons for adjusting the rates below the claimed ones.

The letter is the keystone of the entire appeals process, V.A. said. It defines the area of disagreement between the school and V.A., and serves as the foundation on which the school builds its appeal. If the school accepts V.A.'s rate and signs the contract, there is, of course, no appeal. But if the school is dissatisfied with the V.A. determination of fair and reasonable tuition, it will, at this point, file an appeal with the board.

When the regional office receives notice of the appeal, it will insert in the proposed contract an appeals clause, and then resubmit the contract to the school. If the school signs, V.A. will make payments under the contract, pending final action of the board. But if the school declines to sign, V.A. will pay G.I. bill tuition anyhow, pending the appeal. The rate paid during this period will be either (1) what V.A. determines to be fair and reasonable or (2) 75 per cent of the most recent rate paid the school—whatever is the greater.

In some few cases, schools fail to submit acceptable cost data. If they declare their intentions of appealing a V.A. determined rate, they also will receive tuition on the basis of either a fair and reasonable rate or 75 per cent of the most recent rate, until the board decides their case.

V.A. emphasized that schools will not be without payment during the period an appeal is pending, unless (1) there has developed an overpayment that V.A. has taken steps to recover or (2) there is evidence of fraud that precludes any further payments to the school.

### Regional Powers Greater

WASHINGTON, D.C.—Regional directors of the Federal Security Agency recently were authorized to sign all deeds and contracts of sale with respect to surplus real property for purposes of health or educational institutions. Such authority is assigned to the regional office: (1) where the acquisition cost of the property is \$25,000 or less or (2) where the division of surplus property utilization specifically authorizes closing of the transaction by the regional office, such as in transfer of improvements for removal and use away from the site.

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Michaels cases offer Innerlocking Frames, an exclusive feature; fully mitered intersections; no screws exposed on face of frames, and other structural advantages.

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**CARRON INDUSTRIES, INC.**  
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All Carrom furniture is permanently protected and kept lastingly beautiful with Enduro, the strongest, hardest, most durable finish ever developed.

## NEWS . . .

### Maintenance, Repair Rating Now Available

WASHINGTON, D.C.—National Production Authority recently authorized the use of a defense order rating for schools, colleges, hospitals and similar institutions.

Under N.P.A. Regulation 4, the institution may apply a rating, known as DO-97, to orders for the acquisition of maintenance, repair and operating supplies. The rating may not be used for the acquisition of capital items

costing in excess of \$750. The rating is applied by writing these words on the purchase order or on a separate paper attached to the order: "DO-97, certified under N.P.A. Regulation 4" followed by the signature of the purchasing agent or business manager.

The use of DO-97 is optional; no institution is required to use it, but if it is used, certain regulations must be observed, as follows:

1. If the DO rating is used for the acquisition of any item for M.R.O. (maintenance, repair and operation),

limitations of the regulation are applicable to all M.R.O. acquisitions.

2. In general, M.R.O. supplies may be obtained only in the same dollar amount spent for such supplies during 1950.

3. M.R.O. quotas are figured on a quarterly basis, and the amount of such supplies acquired in any one calendar quarter must not exceed one-fourth of the total annual amount acquired in 1950.

4. The N.P.A. requires all institutions using the DO-97 rating to keep complete records and preserve them for the duration of this regulation and for two years thereafter. These records are subject to governmental audit.

5. Although DO-97 ratings cannot be used for the acquisition of major capital additions, they can be used for minor additions not exceeding \$750 for any one complete capital addition.

### Educational Buyers to Have Lively Program

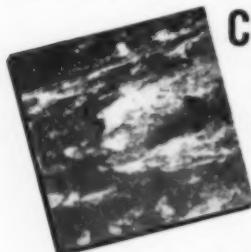
DETROIT.—"Purchasing as a Profession" will be the subject of an address by Chester F. Ogden at the Thursday morning session of the National Association of Educational Buyers in Detroit, May 2 to May 5, according to a recent announcement by Kermit A. Jacobson, convention chairman, and purchasing agent of California Institute of Technology.

Mr. Ogden is purchasing agent of the Detroit Edison Company. His speech will be followed by an address, "Federal Control and College Procurement," by A. N. Wecksler, Washington editor of a purchasing magazine.

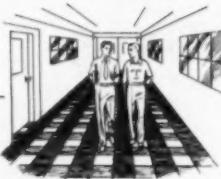
The Thursday evening session will be devoted to five major sections. Section I on "Transportation Problem" will be presided over by Guy M. Brislaw, purchasing agent of the State College of Washington. Appearing in his group will be L. G. Baker, chief purchasing agent of the University of California, speaking on "Fleet Operations," and D. H. Rariden, supervisor of transportation, Purdue University, on the subject "Student Transportation." L. H. Clayton, purchasing agent of the University of Wisconsin will lead a discussion on "Parking and Traffic Control."

Section II will be a "forms and systems forum." Presiding officer will

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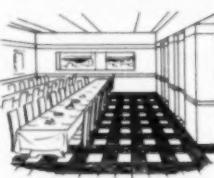
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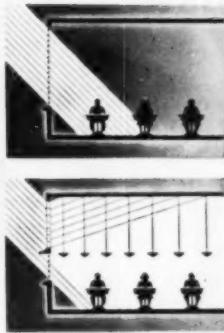


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Now, a brand-new finish on Insulux Light-Directing Glass Blocks virtually eliminates post-construction cleaning expense! Even the hardest, dried-on mortar rubs off quickly and easily. No longer is it necessary for costly, time-consuming cleaning to take such a large part of your installation dollar.

Important as this plus feature is, it's only incidental compared to the lifelong advantages an Insulux Fenestration System installed on Daylight Engineering principles gives to schools.

Daylight Engineering and Insulux light-directing glass block No. 363 put plenty of daylight on the dark side of every classroom. Daylight on the inner rows of desks, work tables and blackboards means more than just less eyestrain on students! It means better posture, better work, less fatigue.

Your present school, or the one you are planning, can easily have the better light-controlling advantages of Insulux light directing glass block No. 363. A Daylight Engineer will be glad to tell you how. His services or the 24-page booklet, "Better Light for Our Children," is available without charge. For either or both, just write: Daylight Engineering Laboratory, Dept. C.U.4, Box 1035, Toledo 1, Ohio. Insulux Division, American Structural Products Company, subsidiary of Owens-Illinois Glass Company.



**INSULUX FENESTRATION SYSTEMS**  
— by the pioneers of Daylight Engineering

## NEWS . . .

be Robert W. Feyerharm, secretary-treasurer of Yankton College, Yankton, S.D. J. F. Dunleavy, purchasing agent of the Catholic University of America, will present the main paper.

Harold W. Herman, managing editor of COLLEGE AND UNIVERSITY BUSINESS, will preside at Section III, devoted to "Food Purchasing." E. H. Stevenson, assistant purchasing agent of the Chicago Y.M.C.A., will speak.

Section IV, dealing with the purchase of residence hall equipment, will

be presided over by Hanna Gunderman, bursar of Pennsylvania College for Women, with Robert S. Mullen, purchasing agent for Harvard University as the main speaker.

Section V, under the direction of E. W. Martin, treasurer and business manager of Hendrix College, Conway, Ark., will deal with the subject of "Investment Counsel." The main paper will be given by Gaylord W. Glarner, investment counsel of the University of Minnesota.

### Conference Committee Will Reconcile Bills on Military Service

WASHINGTON, D.C.—The armed services committee of the House of Representatives voted 32 to 3 on March 15 to report favorably a military manpower bill. This action followed shortly after approval of a military service bill by the Senate. The two bills are expected to go to a conference committee in order to compromise the points of differences.

The House bill, H.R. 2811, contains the following provisions:

1. Drafting of men at the age of 18½.
2. Period of service and training to be 26 months.
3. Eventual establishment of a system of universal training. This would be instituted at some future time which either the President or the Congress considers appropriate. Under such a plan, men would receive six months of training when they reached the age of 18½.
4. Expiration date of July 1, 1954, for the Selective Service features of the bill. This would then leave the universal military training portions as permanent legislation.

5. Limit of 12 months on service of inactive reservists called involuntarily to active duty; limit of 21 months for organized reservists and members of the National Guard.

6. Right of every registrant for Selective Service or Universal Military Training to choose whether he would serve in racially segregated or non-segregated units.

Under the House bill a young man approaching the age for military service would have the following principal options:

1. After becoming 17, he could volunteer, with the written consent of his parents for induction into the armed forces or into U.M.T. when it comes into effect.
2. Upon registration at 18, he could volunteer for induction into the armed forces or into U.M.T. when operative, but could be accepted only within the quotas assigned to his district.
3. At 18, he could enlist in the National Guard or the Organized Reserve but without specific guarantee that he could be deferred from induction at 18½. The armed services would be empowered to issue regulations gov-

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THE O. S.

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In laboratories across the nation, tubes of Kimble N51A glass outserve others by wide margins. They especially resist alkaline and neutral solutions, including hot water and steam.

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Division of Owens-Illinois Glass Company



## NEWS . . .

erning his liability for draft status.

4. He could enroll in a reserve officers' training program of one of the armed forces, within the limits to be fixed by further legislation.

5. If he is in high school when he becomes 18½, he may continue his studies, guaranteed against induction, until he graduates, or until he becomes 20 or until he fails to pursue his courses satisfactorily, whichever comes earlier.

6. If he is in college when he be-

comes 18½, he may continue his studies, secure against induction, for the remainder of the current academic year.

The pay of U.M.T. inductees was left at \$30 a month, plus the dependency allowances provided by law for members of the armed forces.

The Senate bill dealing with Universal Military Service Training included the following provisions:

1. The draft age is lowered from 19 to 18. However, local boards may

induct men under 19 only after calling all those available from 19 to 26.

2. The period of service for draftees is raised from 21 to 24 months.

3. Universal Military Training of six months for all men on reaching 18 is authorized, to be instituted at the direct discretion of the President or by concurrent resolution of Congress at some future time when conditions make immediate military service unnecessary. The program will be administered by a civilian board of five members.

4. A limitation of 4,000,000 was placed on the total strength of the Army, Navy, Air Force and Marine Corps.

5. The President receives authority to defer up to 75,000 specialized students annually for the first three years of the proposed new program. These men will be obliged to perform their military services at a later time and will be selected by a civilian board.

6. All inductees are to receive four months of basic training in the United States (except that inductees in the Navy could receive their training afloat) and an additional two months' training before assignment to a combat area. Other recruits are to receive four months of training before assignment to a combat area.

7. Men inducted or enlisted before the age of 26 are required to serve a total of eight years on active duty and in the reserve.

8. Men could enlist in the National Guard or Organized Reserve between the ages of 18 and 18½ with deferment from induction permitted until the Secretary of Defense ruled that sufficient trained personnel from other sources was adequate for those components.

9. Authority to defer members of the R.O.T.C. and similar organizations.

10. Authority to defer high school students until graduation or until they reach 19, whichever is earlier, and college students to the end of the academic year in which they are called for induction.

11. Under a separate title of the bill, authority for the recruitment of 25,000 aliens. These would be enlisted for terms of not less than five years.

### La Grange Gets Bequest

- La Grange College in Georgia recently received \$100,000 from the estate of the late Dr. Samuel C. Dobbs.



## SOLID KUMFORT IN THE UNION BUILDING

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AGRICULTURAL AND MECHANICAL COLLEGE  
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## NEWS . . .

### N.P.A. Will Control Several Campus Items

WASHINGTON, D.C.—National Production Authority in recent weeks has issued regulations or is studying needs relative to control or sale of items of general interest to college purchasing agents.

**Construction.** Authorization for construction of buildings prohibited by N.P.A.'s basic construction order, which prohibits new construction cost-

ing more than \$5000 for amusement purposes, has been amended to include buildings such as the 4-H Club, Y.W.C.A., Y.M.C.A., and Y.M.H.A. Authorization must be obtained before construction may be commenced on buildings falling into this category. It is believed that this rating also will apply to college union building construction. N.P.A. officials indicate, however, that sympathetic consideration would be given to applications for such projects.

N.P.A. spokesmen state that no authorization is required to construct schools, libraries, churches or medical clinics. Also exempted from the order are post offices, if they do not include space for any other use, and livestock judging buildings at a state fair, provided they are not used for amusement, recreation or entertainment.

**Paint Brushes.** Further controls will be placed on the use of hog bristles in paint and varnish brushes in the near future. Additional controls will be necessary to assure that defense and other essential requirements are met, N.P.A. states. Order M-18 now stipulates that brushes requiring hog bristles longer than  $2\frac{1}{8}$  inches must contain at least 30 per cent filler material, such as horse hair. The amendment, as proposed, also places a limitation on the sale of all brushes containing hog bristles.

N.P.A. declares that the supply of the special type of nylon available to the brush manufacturing industry as a substitute for hog bristle is decreasing. This decrease results from increasing military demands, plus a shortage of sebacic acid, the basic raw material used to produce the nylon.

**Vitrified Chinaware.** A shortage of many raw materials is making it difficult for manufacturers of chinaware to meet commercial demands for white, tan and blue china and some glazes and finishes. Manufacturers also are finding it difficult to obtain crates for packaging in order properly to ship chinaware to commercial and institutional users.

**Insect Wire Screening.** Military orders amounting to 25,000,000 square feet of insect wire screening for the first quarter of 1951 has made it necessary for N.P.A. to issue order M-42, providing for equitable distribution of defense-rated orders for producers of insect wire screening. Virtually all states and the District of Columbia have laws and regulations requiring that food processing establishments and public places be screened. At present, insect wire screening is made of steel, bronze and aluminum.

### **Gift From G. M. Head**

- Mount Union College, Alliance, Ohio, announced recently that Charles E. Wilson, president of General Motors Corporation, had donated \$35,000 toward the erection of a new science building.

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Vol. 10, No. 4, April 1951

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## NEWS . . . . .

### Pace and Teague Are Headliners of Central Assn.

WEST LAFAYETTE, IND.—Two featured speakers at the annual meeting of the Central Association of College and University Business Officers on April 29 to May 1 will be Frank Pace Jr., secretary of the army, and Olin Teague of the House of Representatives.

Congressman Teague is chairman of the special committee to investigate

and evaluate the problems of present G. I. training legislation, and he is expected to play a major rôle in new legislation in this area. He will participate in a panel discussion of this subject to be held Monday morning at the business officers' meeting.

In order that members attending the C.A.C.U.B.O. meeting may still participate in the National Association of Educational Buyers Conference in Detroit the following day, arrangements have been made for a special

train between Lafayette and Detroit. It is suggested that those desiring to make such arrangements should contact the Purdue University committee handling the details of the conference.

### FOOD SERVICE INSTITUTE

Dr. Mary DeGarmo Bryan, head of the department of institution management of Teachers College at Columbia University, will appear as a speaker on the first day's session of the Food Service Institute to be held in Chicago on July 30 to August 1 at the Knickerbocker Hotel. The institute is being jointly sponsored by Northwestern University and College and University Business.

In addition to Dr. Bryan, other featured speakers include John L. Hennessy, president of John L. Hennessy and Associates, a New York food consultant firm. Mr. Hennessy was recently named by Michael DiSalle, national price administrator, as the authority and consultant on food costs for the federal agency. Other speakers who have accepted invitations to appear on the program of the Food Service Institute include Theodore W. Minah, director of dining halls at Duke University; Christine Ricker, director of food service at Stanford University, and Paul Valentine, director of personnel at the Stevens Hotel in Chicago.

At present, more than 20 per cent of the delegates to the 1951 Food Service Institute have been enrolled in terms of the capacity of 125 delegates permitted. No more than two delegates may be registered from the same institution, in order that the largest number of colleges may be served. Registration fee is \$17.50.

Checks for registration at the institute should be made payable to the "Food Service Institute" and sent to Willard J. Buntain, director of dormitories, Northwestern University, Evanston, Ill.

For those delegates who also plan to attend the National Housing Conference at Michigan State College in East Lansing for the three days immediately following the Food Service Institute, plans are being made for special transportation from Chicago by chartered bus. More details will be announced later.

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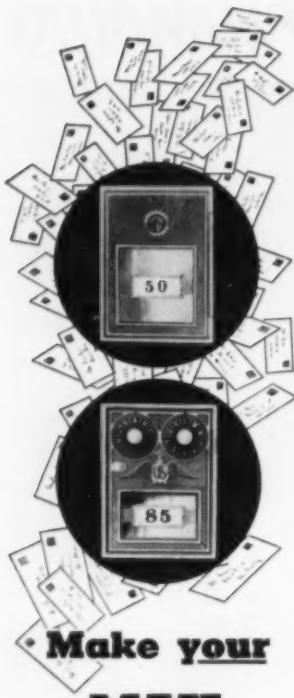
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## **NEWS . . . . .**

ists will be brought in to discuss particular problems.

Mrs. Elizabeth C. Gibbs, manager of residence halls and instructor in home economics and guidance at Teachers College, will be the instructor.

### **Selective Service Status of College R.O.T.C. Students**

WASHINGTON, D.C.—The director of Selective Service has issued a bulletin explaining the status of registrants selected for enrollment or continuance in the Reserve Officers' Training Corps of the army, navy or air force and clarifying the time limitations during which registrants may be selected for such training.

The main points of the bulletin are as follows:

1. Congress provided, in the Selective Service Act of 1948, for the statutory deferment of those students selected for enrollment or continuance in the senior division of the Reserve Officers' Training Corps and those appointed as midshipmen in the naval reserve, provided they agree in writing to accept a commission if tendered and to serve not less than two years on active duty after receipt of their commission.

2. Those registrants selected for R.O.T.C. programs who sign the agreement must be deferred from induction for training or service until after graduation or termination of the course of instruction and so long as they continue in a regular or reserve status after being commissioned. The deferment of these students is mandatory upon local Selective Service boards.

3. Department of Defense policy governing the selection of registrants for enrollment in the various R.O.T.C. programs places no restrictions as to the time of selection or as to the Selective Service status of the individual to be selected. The only restriction is on the total number to be selected. This is prescribed by the Secretary of Defense. The interservice agreement of the armed forces which prohibits the enlistment of registrants after they have been ordered to report for their Selective Service preinduction physical examination does not apply in the selection of students for the R.O.T.C.

The Department of Defense has provided that DD Form No. 4-i, en-

titled "Military Status of Individual," will be used for the purpose of furnishing local boards with proper information and certification that a particular registrant has been selected within the prescribed quota and enrolled in one of the designated officer training programs and that such registrant has signed the necessary agreement to accept a commission upon graduation and to serve not less than two years on active duty, if called.

Whenever a local board receives on behalf of one of its registrants, who is classified 1-A, a properly executed Form 44, the local board will reopen the classification of such registrant and consider it anew. The form received from the Department of Defense will be used as a basis for placing the registrant in a deferred classification and allowing him to complete his R.O.T.C. course.

The senior division is divided into a basic course and an advanced course. The basic course consists of the first and second years of instruction and the advanced course consists of the third and fourth years of instruction. The entire four-year course of instruction is identified as the senior division.

In December 1950, the Secretary of Defense announced the following over-all quotas of men to be selected for enrollment and continuance in the R.O.T.C. college programs:

Army	114,200
Air Force	69,800
Navy	18,700

More than half of the deferred R.O.T.C. students are in the freshman and sophomore classes. The most promising looking students are selected during their first year in college. A selective process is then put into operation with the quota getting smaller each succeeding year. In this way, only the best qualified R.O.T.C. students are ultimately commissioned upon graduation.

In some land-grant and other colleges, the basic R.O.T.C. course is mandatory for all male students who are not veterans or members of reserve components. This results in a larger number of men being currently enrolled than the services have room for under their quota. Officials in each college, therefore, select only the best qualified students for advanced work. Students who are not so selected are not eligible for a deferred classification.

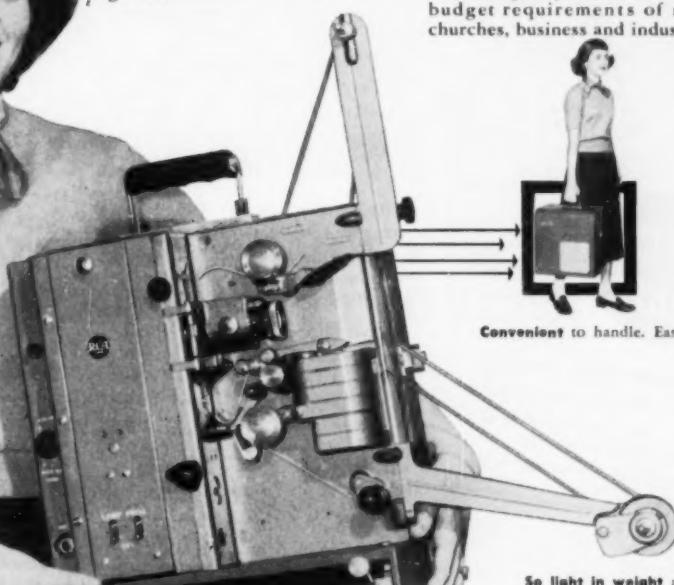
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## NEWS . . . . .

### NAMES IN THE NEWS

Charles Sparenberg, auditor of the University of Texas at its campus in Austin, has been recently named as auditor for the entire university system. He will be in charge of the operation of the accounting division, the bursar's division, the pay-roll division and the tabulating services division. He will also supervise accounting and related fiscal matters at the University of Texas units in Galveston, Houston, Dallas and El Paso.



C. Sparenberg

J. Robert Van Pelt, mining engineer of Columbus, Ohio, has been named the new president of the Montana School of Mines at Butte.

Richard S. Gillis Jr., administrative assistant of Randolph-Macon College, resigned recently to accept appointment as public relations director for the Virginia State Chamber of Commerce.

Vice-Adm. Calvin T. Durgin has been named to succeed Adm. Herbert F. Leary as president of New York State University Maritime College at Fort Schuyler, the Bronx.

Harold W. Stoke, recently resigned president of Louisiana State University, has been named director of an extensive long-range survey of public school teachers and their place in American society. The study is being sponsored by the National Citizens Commission for the Public Schools.

Harry N. Wright, president of City College of New York since 1941, will retire on Aug. 31, 1952. He will reach the compulsory retirement age of 70 years on Oct. 3, 1951.

The Rev. Powhatan W. James, president of Bethel Woman's College at Hopkinsville, Ky., will retire at the close of the current academic year.

Harry W. Rockwell, president of New York State University College for Teachers at Buffalo, will retire in July after 32 years of service.

Charles L. Littel, founder and president of Bergen Junior College at Teaneck, N.J., recently resigned. The board of trustees has named Dr. Littel president emeritus in recognition of his

service in building Bergen into the largest junior college in New Jersey.

John A. Howard, vice president and dean of students at Palos Verdes College, Rolling Hills, Calif., has been named to succeed Dr. Richard P. Saunders as president of the college. Dr. Saunders, under whose leadership the college was established, has been elected chairman of the board of trustees. His resignation as president of the college will become effective June 30.

David Eddy, treasurer of Piedmont College, Demorest, Ga., has been dismissed by President James E. Walter, the second staff member to have been ousted in a campus uproar over monthly gifts of \$500 to the college. Mr. Eddy denounced the gifts as representing "anti-democratic ideologies." The new flare-up follows the recent visit to Piedmont of George Van Horn Moseley, retired general as sponsor of the gifts. He sponsored the monthly gifts as president of "Texas Educational Association," financed by an enterprise of George W. Armstrong, "white supremacy" advocate.



D. K. Willers

Diedrich K. Willers, director of industrial relations for the Farrington Manufacturing Company in Boston, has been named to succeed Horace

H. Benson as director of personnel at Cornell University. Mr. Benson, whose intention to leave the university was made known last year, will remain until July 1 to assist Mr. Willers in working into the position.

Porter Sargent of Boston, whose "Handbook of Private Schools" has gone through 32 editions, died on March 27. He was 78 years old. He also published handbooks on summer camps.

Edmund Ezra Day, former president and chancellor of Cornell University, died of a heart attack on March 23 as he was driving his car. He was 67 years old. Dr. Day was appointed president of Cornell University in 1937 and was its fifth president. He resigned in 1949 to become the university's first chancellor, but retired Jan. 31, 1951.

Anna W. Louise Janzen, director of the University of Texas Commons since 1924, died March 22; she was 67.



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## DIRECTORY OF ASSOCIATIONS

### Association of College and University Business Officers

### Central Association

President: John K. Selleck, University of Nebraska; secretary-treasurer: C. C. De Long, University of Illinois.

Convention: April 29-May 1, Purdue University, Lafayette, Ind.

### Eastern Association

President, D. L. Rhind, Massachusetts Institute of Technology; secretary-treasurer, Irwin K. French, Middlebury College, Middlebury, Vt.

Convention: Dec. 9-11, Chalfonte-Haddon Hall, Atlantic City, N.J.

### Southern Association

President: Jamie R. Anthony, Georgia Institute of Technology; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

### Western Association

President: Elton D. Phillips, University of Southern California; secretary-treasurer: James M. Miller, University of California. Convention: May 21 and 22, Santa Barbara, Calif.

### American Association

President: W. A. Hamilton, Lincoln University; secretary: L. H. Foster Jr., Tuskegee Institute.

Convention: May 7 and 8, Virginia State College, Petersburg, Va.

### Association of College Unions

President: Duane E. Lake, University of Nebraska; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention: April 25-28, Michigan State College, East Lansing.

### Association of Physical Plant Administrators of Universities and Colleges

President: E. J. Behler, Yale University; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 14-16, University of Oklahoma, Norman.

### American College Public Relations Association

President: Stewart Harrel, University of Oklahoma; secretary-treasurer: James W. Arnsay, Illinois Institute of Technology, Chicago.

### College and University Personnel Association

President: Boynton S. Kaiser, University of California; secretary-treasurer: Ruth Harris, University of Illinois.

Convention: July 15-18, Pennsylvania State College.

### National Association of College Stores

President: Ralph Stilwell, UCLA; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: April 29-May 2, Columbus, Ohio.

### National Association of Educational Buyers

President: Rev. J. Leo Sullivan, S.J., College of the Holy Cross; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

Convention: May 2-5, Statler Hotel, Detroit.

## WANT ADVERTISEMENTS

### POSITIONS WANTED

**Administrative**—Position in a college or large school sought by attorney; A.B. and LL.B. Degrees; considerable experience in corporate and tax matters; salary secondary. Write Box CW26, COLLEGE AND UNIVERSITY BUSINESS.

**Business Manager**—18 years' experience all phases of college business administration; 15 years' business manager of small college; age 44; married; desires position as business manager or purchasing agent in larger institution; prefers location in midwest or west; qualifications, training and references upon request. Write Box CW34, COLLEGE AND UNIVERSITY BUSINESS.

**Business Manager**—Now employed in this capacity; excellent experience all phases college business administration; married; veteran; B.S. Business Administration; finance major; object—better job. Write Box CW35, COLLEGE AND UNIVERSITY BUSINESS.

**Business Officer**—Sixteen years' experience as small college business manager; desires position as comptroller, head accountant or assistant business manager in larger college; has M.A. in Commerce. Write Box CW31, COLLEGE AND UNIVERSITY BUSINESS.

**College Business Officer**—Bachelor's and Master's Degree in Business Administration, desires position of responsibility; 23 years' business administrative experience including 5 years registration experience in a denominational, teachers' and a state college; familiar with federal funds; broad experiences including construction supervision and excellent references; available on short notice. Write Box CW27, COLLEGE AND UNIVERSITY BUSINESS.

**Comptroller**—Bursar—26 years' varied accounting experience; now in university business office, desires position as comptroller, bursar or business manager of Christian College in southeast. Write Box CW38, COLLEGE AND UNIVERSITY BUSINESS.

**Food Service Manager**—Experience in institutional work; 4 years' previous job as assistant to director of food services; prefer institutional work; will consider other types. Write Box CW40, COLLEGE AND UNIVERSITY BUSINESS.

**University Business Officer**—Young, able, and personable business officer desires position in field of purchasing or dormitory management in midwestern or western states; university degree (B.S.); experience also includes supervision of maintenance activities and construction work. Write Box CW39, COLLEGE AND UNIVERSITY BUSINESS.

**Physical Plant Manager**—Clerk; long experience in college construction operation and maintenance of the most diversified nature and of business ability. Write Box CW26, COLLEGE AND UNIVERSITY BUSINESS.

**Resident Architect—Physical Plant Executive**—Member of American Institute Architects; 25 years' planning, design, construction, maintenance universities, colleges, industry structures totaling 50 million dollars; will handle maintenance and improvements of existing grounds and buildings, design new facilities, plan future growth. Write Box CW37, COLLEGE AND UNIVERSITY BUSINESS.

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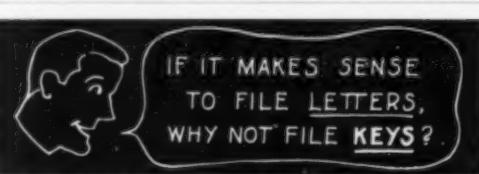
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Seat 18"  
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# Modern Instruments



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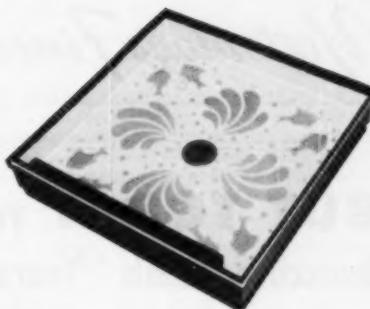
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- High Accuracy
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Modern Weston instruments bespeak the progressive spirit that welcomes refinements while retaining that which has been proved basically sound. These matched Model 901 portables, for example, incorporate incomparable Weston movements, housed in rugged, ribbed bakelite cases with curved wide-angle windows. By eliminating side shadows, this distinctive style of unbreakable window enhances scale illumination even under difficult lighting conditions.

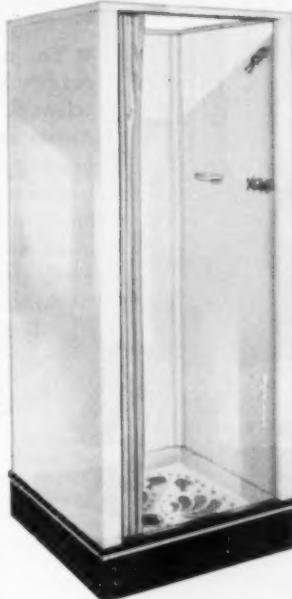
Instruments in the Weston Model 901 matched group are self shielded against external magnetic fields . . . are accurate within  $\frac{1}{2}$  of 1% . . . tolerate wide fluctuations in temperature. They are available as d-c voltmeters, ammeters, milliammeters or microammeters; as a-c rectifier type voltmeters; and as a-c voltmeters, ammeters, milliammeters. Further details are given in Circular A-22-B, available through your Weston Representative—or from Weston Electrical Instrument Corporation, 586 Frelinghuysen Avenue, Newark 5, New Jersey . . . makers of Weston and Tagliabue instruments.

# WESTON Instruments

Vol. 10, No. 4, April 1951



## For Better Bath Facilities in Old or New Buildings



*Safe, sanitary,  
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Entire Interior  
of cabinet now  
gleaming white.*

*Neutral textured  
Foot-grip. No-slip  
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pattern adds sure-  
footed comfort.*

*One piece, heavy-  
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# WHAT'S NEW

April 1951

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 88. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

## Upholstered Armchair



Upholstered in floral-printed plastic, the new Simmons armchair is designed to bring color and a home-like atmosphere into dormitory, reception and living rooms. In addition, the upholstery is washable so that the chair can be kept in a sanitary condition and its colors bright and cheerful.

The new F-763 chair has inner-spring cushions upholstered in Comark, a new plastic material designed to withstand long, hard wear and to be washed without losing its new appearance. The upholstery is available in three background colors: gray (S), ivory (N) and dark green (G). The lustrous plastic arm caps on the chair are designed for long wear without marring and the chair is of sturdy steel construction. It is so designed that the back of the chair does not touch the wall, thus saving both wall and chair back from marring. It is designed to be virtually tipproof when in use. The chair is also available with U. S. Naugahyde or du Pont Fabrilite upholstery. **Simmons Co., Dept. CUB, Merchandise Mart, Chicago 54. (Key No. 397)**

## Improved Glass Block

Time and cost of installing Insulux Light-Directing Glass Block will be reduced and a more satisfactory finished job will result from two improvements recently announced. The first is a new finish which is applied to the exposed faces of the block during manufacture. The finish is water-repellent, preventing adhesion of mortar to the faces during the laying operation, thus making it

easier to clean the panels without the strong acids commonly used. The block will thus retain its smooth surface and collect less dust after installation.

The second improvement is an electronically applied gold stripe which appears on the top mortar-bearing edge of each block, making it easy to lay the block in the correct position. Blocks must be laid with a certain side out and a certain edge up to function properly and the unbroken gold line indicates correct installation. **American Structural Products Co., Dept. CUB, Toledo 1, Ohio. (Key No. 398)**

## Twisting Belt

Designed to help develop expert gymnasts in a minimum of time, the new Pond-Medart Twisting Belt permits the execution of complicated stunts and difficult exercises safely and without fear. The frame of the belt consists of two



sturdy, polished cast aluminum alloy rings, so light in weight that they do not interfere with body movement. The inside ring revolves freely on large ball bearings between the inner and outer rings. Upon opposite sides of the outer ring are riveted U-bolt-and-ring assemblies from which the Twisting Belt is suspended with swivel safety snaps. Within the inner ring the Improved Medart Mechanics Belt is suspended by heavy shock cord passed alternately through cast loops on the inner ring and web fabric loops bonded to the Mechanics Belt.

Carefully engineered suspension methods for use of the new Twisting Belt on horizontal bars and on stationary or traveling riggings fastened to overhead building members or pipes provide instant control over all student practice work. Hand suspension rigging is also available. The design and construction prevent fouling or twisting of all suspension ropes with any number of body twists or somersaults. The belt is ideal

for developing skill and dexterity more quickly in every form of complicated exercise. **Fred Medart Products, Inc., Dept. CUB, 3535 De Kalb St., St. Louis 18, Mo. (Key No. 399)**

## Peabody Furniture Line

The new Peabody furniture line is described as offering aircraft design and sturdiness in all items. Furniture in the new line includes a tubular table and chair unit which is designed for use in all grades from kindergarten through college; a lifting lid table and chair unit (illustrated); a tablet arm chair for lecture and class room use with book rack underneath, and a tablet arm chair with curved leg brace replacing the book rack.

The line is sturdily constructed with tubular steel legs and frames, table pedestals bolted to box bottom for greater strength, top, seat and back of Northern Hard Maple finished with mar resistant "Celsyn," solid 13/16 inch hardwood bottoms for strength and rigidity, automatic adjusting back support and comfortable saddled seats on chairs. Tables are available with open front or lifting lid construction. In the latter the entire top lifts for complete access to storage space. The channel steel hinge support arms add reinforcement to the top and the friction type hinges are adjustable for tension to prevent slamming. The chairs are designed for correct posture and are available in various heights. The whole line is modern in design, providing a maximum of comfort, leg room



and working space. **The Peabody Seating Co., Dept. CUB, North Manchester, Ind. (Key No. 400)**

### Escort Projector



The new Victor Escort is a 16 mm, sound motion picture projector which is available as a single or dual case portable unit to meet all requirements. The Escort is available with a choice of three speakers: 6 inch integral, 9 inch top-mounted or 12 inch separately cased.

There are a number of mechanical improvements in the new unit which features a new amplifier and a new optical system of advanced design. Such Victor projector features as the safety trip for protection of films and the 180 degree swing out lens are retained in the new model. The case is tempered aluminum with two-tone sage green wrinkle finish. **Victor Animatograph Corp., Div. of Curtiss-Wright Corp., Dept. CUB, Davenport, Iowa.** (Key No. 401)

### Slip-Resistant Floor Renewer

Hilco-Lustre Floor Renewer is a highly slip-resistant liquid floor finish. It is applied with a mop or other applicator to floor surfaces and dries to a hard, lustrous finish in less than 30 minutes without buffing or polishing. It produces slip-resistance in a tough, glossy film which stands hard wear and the company states it is Underwriters Laboratories approved anti-slip.

Hilco-Lustre is designed for use on rubber tile, asphalt tile, linoleum, plastic flooring and sealed, varnished or painted floors. It is non-toxic, non-inflammable and is said to contain no ingredients which can discolor or otherwise injure floor surfaces. **Hillyard Chemical Co., Dept. CUB, St. Joseph, Mo.** (Key No. 402)

### Remote Control Dictation

The new Edison TeleVoice System is designed for "remote control" dictation. Consisting of from one to 20 modified telephones directly connected to a central recording instrument, the Edison TeleVoicewriter, the system permits dictation from any remote point by a direct wire to a "TeleVoice Center" where it is transcribed from a disc recording. Dictation is recorded on plastic discs at

a central location where all transcription takes place. The TeleVoice Stations or phone extensions can be located any distance from the recording center where provision is made for eliminating conflict between those who wish to use the system simultaneously.

Each Station gives the dictator means of listening back to what he has said and the facility for recording corrections. The secretary in the recording center takes care of changing the discs and index slips. With the system her flow of work is even and can be handled more efficiently. The dictator needs merely to lift his phone extension, which indicates a free line so long as there is no red light on his extension, and start dictation. The system is especially adaptable for those having limited dictation and saves the cost of additional individual machines. **Thomas A. Edison, Incorporated, Dept. CUB, West Orange, N.J.** (Key No. 403)

### Portable Radio

Designed especially for school needs, the new Model B-100 portable radio has exceptional tone quality, a powerful amplifier and a 6 inch loudspeaker for use



even in poor locations. It is ruggedly constructed with a sturdy cabinet with metal grille to protect the speaker. The tuning knob is also built to stand rough use.

The radio is designed to permit additional amplification for large areas by connection to the jack provided. The jack may also be used for headphones when desired. The manufacturer states that the unit has Underwriters' Laboratories' approval. **Newcomb Audio Products Co., Dept. CUB, 6824 Lexington Ave., Hollywood 38, Calif.** (Key No. 404)

### Laminated Glass Fiber Tubing

A new glass-fiber tube and pipe material, known as Glasweld, has been introduced as a replacement for critical materials. It is said to have the strength of steel and to be rust and corrosion proof. Glasweld is made of a laminated tubing in which glass fibers are bonded with resins to develop a rugged tube impervious to extreme heat, chemical action and heavy blows. **U. S. Plywood Corp., Dept. CUB, 55 W. 44th St., New York 18.** (Key No. 405)

### Linen Marker

The new Bench Model Evermarker machine is designed to mark linens and other fabrics with Evermark Dry-Dye Transfers which are said to last for the life of the fabric when properly applied. The new Bench Model Evermarker assures correct application and saves time over hand methods. The machine is safe in operation and has many new features. It is leased to users of Evermark Dry-Dye Transfers. **Evermark Div., The Roderking Corp., Dept. CUB, 5512 Euclid Ave., Cleveland 3, Ohio.** (Key No. 406)

### Wall Washing Machine

Employing no motor power, the newly designed R & S Wall and Ceiling Washing Machine is operated by air pressure which is developed by a built-in hand pump. One charge of pressure is safely contained within the machine for about six hours of operation. A special washing solution, followed by clear rinse water, is fed from separate tanks through 16 foot hoses to padded applicator trowels which are easily manipulated over wall and ceiling surfaces with one hand. Flow of cleaning solution and rinse water is controlled by the operator with button valves located on the cleaning trowels. Trowels are designed for quick replacement of soiled applicator pads with clean ones.

Skilled labor is not required to operate the machine which is designed to clean up to 5000 square feet of interior wall and ceiling surface in an 8-hour day. There is no splashing or dripping of water, thus eliminating the necessity of covering furnishings or equipment and permitting cleaning while offices or other rooms are in use. The twin tanks, base and applicator trowels are of aluminum. The machine is small, compact and light in weight and can be conveniently used on high scaffolding. **Ross & Story Prod-**



ucts Corp., Dept. CUB, 524 Lincoln Bldg., Syracuse 2, N.Y. (Key No. 407)

### Slip-Resistant Floor Finish

Shur-Tred is a new self-polishing, slip-resistant floor finish designed to give maximum beauty, protection and ease of maintenance while providing a slip-resistant surface. The product has been widely field tested with highly satisfactory results. The finish is easy to apply, by standard methods, and dries quickly to a high gloss without polishing. It has good water resistance and long durability with the added advantage of high slip-resistance. S. C. Johnson & Son, Inc., Dept. CUB, Racine, Wis. (Key No. 408)

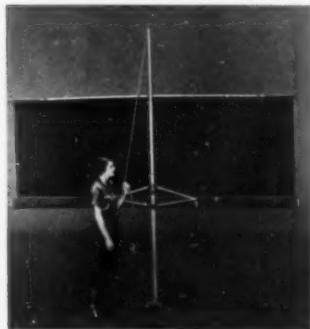
### Mimeograph Stencils

Several new types of mimeograph stencils have recently been made available. Four types of special stencils are announced for mimeographing copies of music manuscripts and manuscript paper. These stencils are die-impressed with staff lines for producing 10-staff, 12-staff, choral and band formats. Notes and other music symbols are easily added by hand with a stylus.

Legal documents can be produced in multiple copies with the two new mimeograph stencils introduced for this purpose. The marginal line is die-impressed into the stencil, reproducing at the time copies are mimeographed, thus eliminating the need for using marginal lined paper. One of the new stencils has the line only die-impressed into it and the other has both the line and numerals from 1 through 32 die-impressed. The numerals are double spaced and located in accordance with standard document spacing. A. B. Dick Co., Dept. CUB, 5700 W. Touhy Ave., Chicago 31. (Key No. 409)

### Sky-Lift Screen Stand

A light weight screen stand has been designed that converts a large-audience



sized wall or ceiling screen to a tripod or a platform model. Called the Sky-Lift, the stand permits the use of a large

sized screen wherever a permanent installation is not practical.

The Sky-Lift will handle wall and ceiling screens up to 12 by 12 feet in size. The cradle supporting the screen case is quickly adjusted to any height up to five feet above the floor and the screen fabric can be raised to a height of 14 feet by the rope and pulley method. The Sky-Lift is strong yet light in weight and folds compactly for easy carrying and storage. Radiant Mfg. Co., Dept. CUB, 2627 W. Roosevelt Rd., Chicago 8. (Key No. 410)

### Stitchless Softballs

Economics in manufacture as well as increased durability are features claimed for the new process of manufacturing softballs without stitching or sewing. The cores and leather covers are vulcanized together in the new Young Stitchless Softballs. The techniques employed are the result of long research and the bond achieved is said to be unaffected by exposure, water or any conceivable amount of play. There are no seams to tear off, the ball is perfectly spherical and many tiny suction cups along the seams form a



"vacuum grip."

The new Stitchless Softball is available in two sizes and in two price ranges. The 12 inch size has selected Kapok core wound with cotton yarn and Grain Cowhide cover. The lower priced 12 and 9 inch sizes are identical with the above except for compressed cotton centers. Geo. Young & Co., Dept. CUB, 715 S. Western Ave., Chicago 12. (Key No. 411)

### Piped Fire Protection

A new dry chemical piped system for automatic fire protection is being introduced. This type of protection would be particularly effective in the kitchens of large institutions where ducts often become coated with grease. Each system is custom built for the specific hazard, with size depending upon need. Using dry chemical as extinguishing agent, the system is operated by a heat-actuated mechanism which discharges dry chemical onto the fire area. Manual as well as automatic operation is provided in all installations. Ansul Chemical Co., Dept. CUB, Marinette, Wis. (Key No. 412)

### Safway Scaffold



A new portable scaffolding available in either aluminum or steel is being introduced. It is composed of simple parts which can be easily assembled by even an unskilled workman using only an ordinary wrench. Rigid scaffolds to fit building and ground contours for all kinds of construction and maintenance work result. The basic parts are light but strong, are easy to handle, easy to assemble and easily adaptable to any working condition.

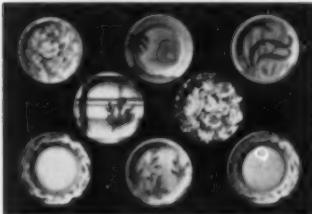
The tube-and-clamp scaffold has vertical tubes which are set up and linked together at intervals with horizontal members. The assembled parts form a box-like structure of great strength and rigidity. Upright members may be extended as high as 200 feet. Diagonal bracing is provided to make high structures more rigid. The new scaffolding can be used in combination with standard Safway frame-type scaffolds where desirable. The clamps are designed to hold both types of equipment securely. In the new scaffolding the heavy-wall tubing sections are available in either aluminum or steel, in lengths 6, 8, 10 and 13 feet. Safway Steel Products, Inc., Dept. CUB, 6234 W. State St., Milwaukee 13, Wis. (Key No. 413)

### Slide File and Case

New items in the Index line for 2 by 2 inch slide projection include the GoldE Index Slide File and the GoldE Index Slide Case. The file is made of a special plastic material and accommodates 40 slides mounted in glass, metal, plastic or paper binders. It is guaranteed by GoldE not to warp or twist out of shape under any climatic conditions.

Slide File Cases in four and six drawer units for storage and transportation of slide files are light in weight. The luggage type construction and inter-locking corners ensure sturdiness and the cases are covered with custom tweed with tarnishproof hardware and plastic handles. Both pieces of equipment are designed for use with the new Index Slide Carriers recently introduced. GoldE Mfg. Co., Dept. CUB, 1220 W. Madison St., Chicago 7. (Key No. 414)

### Contemporary Group China



Designed to become an integral part of the new trend in American architecture and styling is the Contemporary Group of eight new patterns by Syracuse China. All decorations are applied by the Shadowtone technic design process. The new line offers a wide choice in color, decor and subject matter to provide interest and individual atmosphere. All of the group are original patterns and each pattern is designed to coordinate with new trends in decoration and to offer colorful and distinctive table arrangements. The patterns are Corsage, Sea Isle, Ballet, Tartan, Tea Rose, Savoy, Bamboo and Lafayette. **Onondaga Pottery Co., Dept. CUB, Syracuse 4, N. Y.** (Key No. 415)

### Aluminum Mouldings

Marsh Color-Matched Aluminum Mouldings have been introduced to match every Marlite panel color for all interiors. The mouldings are available for inside corner, outside corner, division, tub moulding or edging, edging and cove. The color range includes yellow, cream or eggshell, blue, coral or suntan, green, white, Persian red, pearl gray, royal blue, black and maroon to match or harmonize with Marlite panels. All mouldings are available in 8 foot lengths and feature deep channels and wide flanges, and they are easy to cut and fit. The color is supplied by the Marlite baked plastic finish. **Marsh Wall Products, Inc., Dept. CUB, Dover, Ohio.** (Key No. 416)

### Liquid Carbonator

A new Atomic Carbonator for soda fountains in lunch rooms and gift shops employs a new principle of instantaneous triple action carbonation. With the new carbonator a large storage tank is unnecessary since carbonation is complete in one pass through the aspirator system. The capacity of the carbonator is the capacity of the pump and motor supplying water. The new unit is small and compact, has no moving parts and is designed for trouble-free operation. **The Liquid Carbonic Corp., Dept. CUB, 3100 S. Kedzie Ave., Chicago 23.** (Key No. 417)

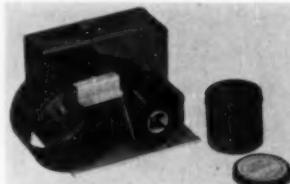
### Dishwashing Machine

The new Model "W" Universal Roll Top Type Dishwashing Machine makes possible efficient dishwashing at low cost. The new model has welded steel construction and is available in galvanized or stainless steel. Washing action is produced by revolving sprays above and below baskets. The machine uses only 1½ gallons of water for each rack of dishes.

The wash system is operated by a ½ h.p. motor with maximum hourly consumption of 25 gallons of 180 degree rinse water and five gallons of 140 degree wash water. The machine is compact in design and can be installed under a counter or attached to dish tables. **Universal Dishwashing Machinery Co., Dept. CUB, 87 Windsor Place, Nutley 10, N.J.** (Key No. 418)

### Power Rewind

A filmstrip power rewind, cleaner and inspector has been introduced to simplify the care and maintenance of filmstrips. The rewind is designed to rewind and clean a 70 frame filmstrip in



five seconds. It cleans both sides of the filmstrip at the same time as it is inspected. No electric connections are needed. Hand rolling is eliminated with the use of this new power rewind thus avoiding finger marks on the film. **Standard Projector & Equipment Co., Inc., Dept. CUB, 205 W. Wacker Drive, Chicago 6.** (Key No. 419)

### Floor Seals

Four hour drying time is claimed for two new floor seals introduced by Turco Products. No-Per-Vex is a nonpenetrating surface type seal for glossy finish. Nu-Vex is a deep penetrating material for use where a satiny wax finish is desired. Both seals can be applied with lamb's wool applicators. The seals require no dilution or thinning and meet the requirements of the Maple Flooring Manufacturers Association and of federal specifications, according to the manufacturer. The fast drying feature makes them of interest for institutional use since it reduces the time an area must be closed to use. **Turco Products, Inc., Dept. CUB, 6135 S. Central Ave., Los Angeles 1, Calif.** (Key No. 420)

### Liquid Floor Cleaner

Germelim is a new disinfecting liquid floor cleaner designed to clean, sanitize and deodorize floors in a single cleaning operation. Germelim has a phenol coefficient of 3.5, yet is completely safe to use. Most dangerous floor bacteria are destroyed on contact with Germelim. Diluted with water in a thirty to one cleaning solution, the product will cut bacteria count to a minimum on floors and other surfaces cleaned with it.

As a cleaner, the new soap rinses freely and cleans the floor surfaces quickly and thoroughly. It may be used with either manual or mechanical methods of cleaning and may be applied on concrete, terrazzo, marble, wood, terra cotta, rubber, vinyl, tile, asphalt or linoleum without harming the surface. It is also applicable to painted or unpainted surfaces. Germelim is available as a concentrate in 1, 5, 15, 30 and 55 gallon containers. **The Davies-Young Soap Co., Dept. CUB, 705 Albany St., Dayton 8, Ohio.** (Key No. 421)

### Tubular Tablet Arm Chair

The basic framework of the new tubular tablet arm chair introduced by Norcor is 1 inch 18 gauge steel tubing, bronze welded and riveted at all joints. Strechers and three bar Grill Book Rack, which strengthen the chair and prevent racking or twisting, are ½ inch 18 gauge steel tubing. The curved seat is five ply, ¾ inch and the backrest is seven ply, ¼ inch. Both are designed for comfort and correct posture and are roomy and well proportioned. Known as Model STPT, the new unit is light in weight and has simple, modern lines.

A feature of the new chair is the improved construction of the front supporting member of the tablet arm. Extending across the under side of the seat, the one piece tubing curves upward and under the tablet arm, supporting it at the point of greatest strain. A triangular steel gusset bolted to the back upright



further strengthens the arm. **Norcor Manufacturing Co., Dept. CUB, Green Bay, Wis.** (Key No. 422)

## Product Literature

- Detailed, informative information on the new **Wakefield Luminous-Acoustical Ceiling** is now available in literature prepared by The F. W. Wakefield Brass Co., Vermilion, Ohio. This modern type of artificial lighting blends architectural considerations with lighting, acoustical, construction and distribution factors. Providing a completely luminous ceiling which affords diffused light as well as acoustical treatment, the Wakefield Ceiling consists of fluorescent lamps suspended from the structural members above. About 12 inches below the lamps are translucent corrugated plastic sheets. Suspended below these sheets at 36 inch intervals are perforated acoustical baffles, wedge shaped in cross section and filled with sound absorbing material. The result is a ceiling offering intensities ranging from 50 footcandles to substantially higher levels of light which is completely diffused (glares), with shadows at a minimum, in a restful, subdued atmosphere due to the acoustical treatment. Full data on the new ceiling includes instructions for maintenance which is easily handled by removing the plastic sheets. (Key No. 423)
- A new 84 page book, "**Instruments Accelerate Research**," has been released by Brown Instruments Division of Minneapolis-Honeywell Regulator Co., Philadelphia 44, Pa. Known as Bulletin 15-14, the book describes many types of equipment which are being used in research and analytical studies. The book is designed as a reference and application guide for researchers and analysts. (Key No. 424)
- Detailed information on its line of **fire hose units and connections** is given in a bulletin recently released by Standard Fire Hose Co., 8236 W. Third St., Los Angeles 48, Calif. Catalog information including specifications on the full line of fire hose units, swinging hose reel, Siamese connections and other Standard equipment is included. (Key No. 425)
- A new edition of the "**Maintenance Checking Chart**" is available from United Laboratories, Inc., 16801 Euclid Ave., Cleveland 12, Ohio. The complete chart lists many common building maintenance problems and recommends the solution to each. Over 100 products and processes for maintenance of floors, roofs, interior and exterior walls, waterproofing, special paints and other items are listed in the chart. (Key No. 426)
- "**The Story of Duco Finishes**," how they were developed and how they are used, is told in a booklet recently released by E. I. du Pont de Nemours & Co., Wilmington 98, Del. The booklet is profusely illustrated with photographs telling much of the story. (Key No. 427)
- The improved, high-speed drying features of the New High Speed Sani-Dri Electric Hand and Hair Dryers are discussed in a folder recently released by The Chicago Hardware Foundry Co., North Chicago, Ill. The folder is fully illustrated and shows the complete line including new, high-speed semi-recessed wall model with instant starting push button switch with automatic cut off, new improved pedestal model and the faster-drying portable hand or hair dryer. (Key No. 428)
- A most attractive 94 page booklet has been published by Southern Equipment Co., 5017 S. 38th St., St. Louis 16, Mo., showing illustrations of installations of Southern food serving equipment. Brochure No. PI-A50 is spiral bound so that it lies flat when open and includes illustrations of college installations. (Key No. 429)
- "**Know the Game—Lawn Tennis**" is the title of a new type of presentation in book form explaining the rules and principles of tennis. Complete with diagrams and drawings, the booklet explains the rules, faults, fouls and questions and answers on the game. It was published for the Lawn Tennis Association of England and is available in this country, at 50 cents per copy, from Soccer Associates, 10 Overlook Terrace, New York 33. (Key No. 430)
- "**Invisible Mending**" is the title of a 64 page paper bound booklet published by Culver Products Co., 3630 Eastham Drive, Culver City 2, Calif. Selling at one dollar, the booklet gives instructions on all of the most common types of re-weaving and mending and should prove particularly valuable in the sewing room. (Key No. 431)
- A new **Catalog Folder** has been issued by Higgins Ink Co., Inc., 271 Ninth St., Brooklyn 15, N.Y., giving detailed information on Higgins American Drawing Inks, Writing Inks, Office Paste, Vegetable Glue, Engraving Ink, Sealing Wax, Art Books and Pen Cleaner. Also included is information on packing and shipping weights. (Key No. 432)
- A new **Manual of Operation** has been published by the Science Research Associates, 228 S. Wabash Ave., Chicago 4, for their SRA Reading Accelerator. Written by Elizabeth Simpson, Director of Adult Reading Service, Illinois Institute of Technology, the manual offers helpful information to reading instructors, English teachers and school administrators employing the SRA Reading Accelerator for general reading-improvement work. Subjects covered include: Why use the accelerator, how do you use the accelerator, supplementary materials used with the accelerator and general information. (Key No. 433)
- Two illustrated bulletins describing and illustrating the Remington Rand Printing Calculators that multiply directly, divide automatically, add and subtract and print the proof on tape are offered by Remington Rand Inc., 315 Fourth Ave., New York 10. Entitled "Facts About Office Figures" and "New Tempo in Figure Production with the Printing Calculator," the bulletins describe the many applications for which the calculators are suited. (Key No. 434)
- A new completely revised edition of "**Menu Making for Professionals in Quantity Cookery**," by J. O. Dahl, is now available from Dahl Publishing Co., 74 W. Park Place, Stamford, Conn. The book has been greatly enlarged, contains 320 pages and sells for \$4.50. (Key No. 435)

## Suppliers' News

**Barreled Sunlight Paint Co.** is the new name taken by U.S. Gutta Percha Paint Co., Providence 1, R.I. The change has been made to bring the corporate name into agreement with the Barreled Sunlight trade mark of the company's quality paints and enamels.

**Colgate-Palmolive-Peet Co.**, 105 Hudson St., Jersey City 2, N.J., announces the appointment of J. M. Nykiel, formerly manager of the Chicago Division, as Sales Manager of the Industrial Department of the company.

**S. Gumpert Co., Inc.**, manufacturer and supplier of food specialties to institutions, announces the removal of its main offices and factory to 812 Jersey Ave., Jersey City 2, N.J., from Ozon Park, N.Y. The new and enlarged headquarters is equipped with all the most modern scientific food processing facilities for production, research and product development. It will provide twice the production capacity of the former plant and will provide more rapid delivery to customers all over the United States since the new plant is located at transcontinental rail, truck and water terminals.

**Laboratory Furniture Co.** announces removal of its offices from 37-18 Northern Blvd., Long Island City 1, N.Y., to Old Country Rd., Mineola, Long Island, N.Y.

**Libbey Glass, Division of Owens-Illinois Glass Co.**, Toledo 1, Ohio, announces the establishing of branch sales offices in Denver, Colo. in charge of G. A. Currie and in New Orleans, La. in charge of R. C. Malone.

**Wilshire Power Sweeper Co.**, manufacturer of power sweepers for large areas indoors and outdoors, announces removal of its offices from 4615 Alger St., Los Angeles, to 526 W. Chevy Chase Drive, Glendale 4, Calif.



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Auto-Lok's amazing tight closure\*...it's actually sealed like a refrigerator...will cut your fuel bills because it reduces air infiltration to a minimum. They are easier to operate...you can clean the outside from the inside...and minimum maintenance and precision-balanced adjustment-free hardware make them the janitors' delight.

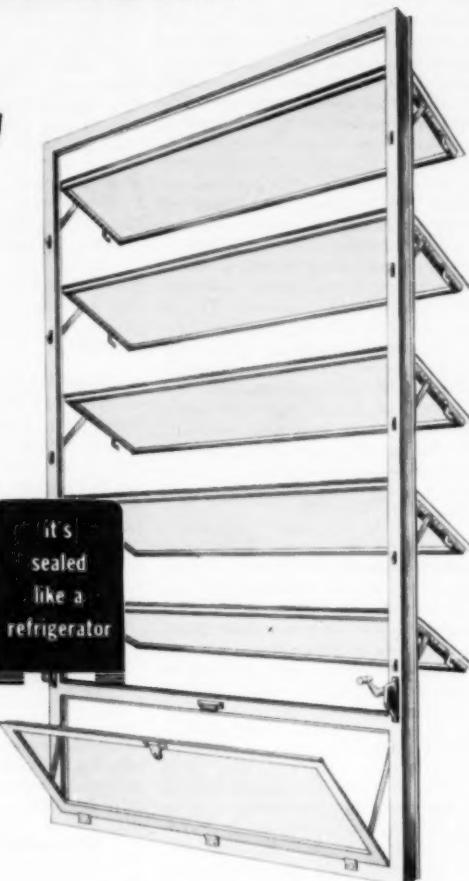
Our engineering department will gladly assist you in your window planning. Their wide experience in solving intricate window problems is yours for the asking.

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Please ask the manufacturers, indicated by the numbers I have circled, to send further literature and information provided there is no charge or obligation.

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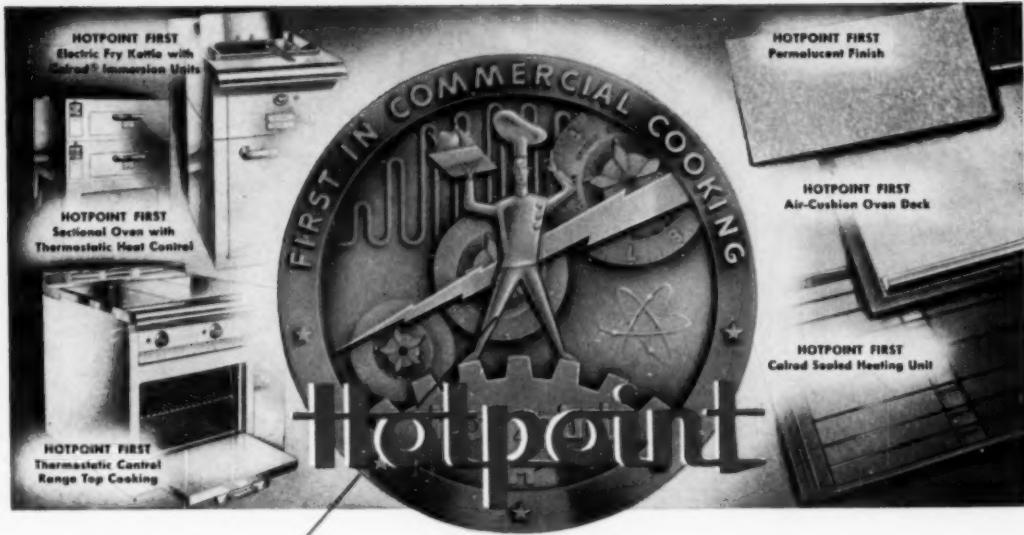
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